

JULY 1, 1932

The Magazine for
MARKETING EXECUTIVES

SALES *management*

**Are You Trying to Sell
Caviar to a Hamburger
Market?**

**Shall We Swallow the
Tax or Pass It On?
50 Executives Answer**

**35 Questions to Ask
Prospective Salesmen**

TWENTY CENTS

You get
MORE
than you
pay for

Advertisers in the Oklahoman and Times get ALL the effective circulation they pay for, and MORE.

During the twelve months covered by the last A. B. C. audit report, the Oklahoman and Times gave advertisers a bonus of 745 net paid copies daily—more circulation than was claimed by the publisher, or paid for by the advertiser.

The Oklahoman and Times were the ONLY newspapers to receive a clean slate in a recent A. B. C. outside investigation of circulation claims by Oklahoma City newspapers. The auditors actually added 745 to the daily average circulation claimed by the Oklahoman and Times

to make the daily average for the year ending September 30, 1931, 193,112.

The Daily Oklahoman now leads Oklahoma City's third paper by 45.8% in city and suburban, and 92.5% in total circulation.

The Times leads the third paper by 52.3% in city and suburban, and 78.6% in total circulation.

The Oklahoman and Times not only give advertisers BONUS circulation, but give them clean, effective circulation secured without benefit of premiums, contests or clubbing offers among subscribers—and at the LOWEST milline rate of any newspaper in this market.

**THE DAILY OKLAHOMAN
OKLAHOMA CITY TIMES**

THE OKLAHOMA PUBLISHING COMPANY OKLAHOMA CITY
THE OKLAHOMA FARMER-STOCKMAN RADIO STATION WKY
Represented Nationally by E. KATZ SPECIAL ADVERTISING AGENCY

case #183 case #372



"At the present time I just can't afford the money for True Story. I used to buy it when I was down-town. I stopped when the depression hit us. My husband is a carpenter and I cannot buy True Story now since there is no steady money coming in. My daughter sells magazines and I got subscriptions from her for the . . . and . . . I like these magazines and think them very excellent. I got them for quite a while before the depression ever hit us. I will buy True Story again when times get better. I like the stories in it. In fact, there is nothing I could suggest to improve it."



"My husband has a good job and we own our own home. I think most people worry too much. True Story is the most interesting of all magazines. I would not miss an issue. I like the love stories the best of all the stories in the magazine and I think the Home Making Department is very interesting. I never lend my copy of True Story."

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BEFORE THE DEPRESSION EVER HIT US" few skilled workmen were better paid than carpenters. It is certainly not presumptuous to say that housewife number 183 was a class A prospect for advertised merchandise when she was buying True Story regularly and when she subscribed for three other women's magazines from her daughter.

But now work is scarce for carpenters. "There is no steady money coming in." Housewife number 183 has been hit by the depression. She has stopped buying. She has stopped buying True Story too. But these subscription magazines—which she admits are excellent—have not stopped. The postman brings them every month and will continue to do so until the subscription expires.

Even though this housewife admits the excellence of her three subscription magazines and probably reads the advertisements in them, she is not buying, she can't buy—the depression has hit her.

Subscription circulation does not conform with today's selling methods. Sales today are made to families who are employed, who have money and a willingness to spend. Employment may stop within a week or at most, within a month. Yet subscription circula-

tion gathers a market for advertisers for a period lasting up until three years. Magazine circulation must constantly and immediately weed out unemployed and non-buying families for the advertiser to get full value from his investment.

The case above at the right, also from the True Story Keenan Newsstand Study, illustrates how newsstand circulation exercises this important function which subscription circulation lacks.

★

HOUSEWIFE NUMBER 372 still continues to buy True Story regularly at the newsstand every month. She thinks most people "worry too much." She naturally would for her husband "has a good job" and they own their own home.

Steady employment and money to spend constitute a buyer — a buyer for your merchandise and a buyer of newsstand magazines. The family without money or a willingness to spend and without employment is out of the newsstand market.

Newsstand buyers must necessarily have ready money to spend and a willingness to spend it. They must necessarily have a desire for the magazine at the time of the purchase. They openly acknowledge a buying attitude.

Newsstand circulation weeds out the non-buying families for you simultaneously with the time a family stops buying. Your advertisement in newsstand magazines is free from waste. You get none of the families who were buying last month or last year—you get families who are buying now and only newsstand circulation exercises this selectivity—and True Story has the largest newsstand sale in the world.

A recent investigation of True Story newsstand buyers by the William C. Keenan Company shows conclusively that 98% of the families reading True Story regularly are gainfully employed. The investigation also disclosed the fact that 83% of the families who no longer read True Story quit buying the magazine because they couldn't afford it.

Every magazine advertiser will find this study interesting and helpful. If you have not seen or read the complete study, we will gladly send you one.

NEWSSTAND SALE RECHECKS THE POCKET-BOOK EVERY MONTH

SALES MANAGEMENT, published semi-monthly, on the first and fifteenth, except in March and October, when it is published three times a month and dated the first, tenth and twentieth; copyrighted and published by Sales Management, Inc., 420 Lexington Ave., New York, N. Y. Subscription price \$4.00 a year in advance. Entered as second-class matter June 1, 1928, at the Post Office, N. Y., under the Act of March 3, 1879. July 1, 1932. Vol. XXXI, No. 1.

Two Cents Each ... but not for long

... because there are only a few left of each of the following page reprints from SALES MANAGEMENT:

"The Greatest Sport in the World"

"They Called Him 'The Butcher'"

"Jobs"

"Just How Dumb Was J. C. Penney?"

"It's the Next Shot That Counts"

"There's Money in Doorbells"

"Set Your Own Goal"

"How a President Talks to His Salesmen"

"Diamonds in Your Own Back Yard"

These are all pithy, pointed messages designed for mailings to salesmen.



... Here's an opportunity to purchase the popular series from SALES MANAGEMENT, reprinted in booklet form:

"TIP-TOP SALESMEN I HAVE MET"
by Ray Comyns

Single copies 25 cents; in quantities of 50 or more at 20 cents a copy.

Also available at three cents each, reprints of

"HAS INDUSTRY GONE PRICE CRAZY?"
by C. D. Garretson



Please forward your remittance to

SALES MANAGEMENT

420 Lexington Avenue

NEW YORK

Survey of Surveys

BY WALTER MANN

Population Characteristics by Census Tracts—1930

If S.O.S. only had prizes to hand out for achievements in research, like those that were passed out for several years at the behest of Edward Bok, he would hand one with appropriately resounding phrases to the Cleveland *Plain Dealer* for its sponsorship of a 236-page statistical study entitled "Population Characteristics by Census Tracts—Cleveland, Ohio, 1930." A second equally valuable prize would go simultaneously to Howard Whipple Green, A.B., B.S., who for the past eight years has been Director of Statistics and Research of the Cleveland Health Council. A more valuable compendium of information on city population has not passed over S.O.S.'s desk in 10! these many moons.

"In the past four years," says the preface writer (Col. Leonard P. Ayres, potentially-publicized Cleveland banker), "Mr. Green has compiled and edited a series of statistical studies of the population of the Cleveland area of which the present volume is the most comprehensive and the most useful. It is now true that Cleveland has more information concerning the composition, the distribution and the characteristics of its population than exists in any other city in the world." Whereas Col. Ayres' claim takes in a lot of territory, S.O.S. after careful study of this green, buckram-board-covered tome, is inclined to agree. Certainly more published information than any other city that has come to S.O.S.'s notice so far. He understands, however, that other cities are planning within the next six months to make similar data available through various sponsors, notably the newspapers, broadcasting stations, etc., for their respective communities—but nothing so far even approaches the Howard Whipple-Green-*Plain Dealer* report.

The value of census tracts in analyzing Cleveland data (says Mr. Ayres' preface) was first recognized by the Cleveland Health Council in 1925. In 1927 they published "An Analysis of Population Data by Census Tracts with Location Index, Cleveland and Vicinity." In March, 1931, appeared "Population by Census Tracts, Cleveland and Vicinity with Street Index," which includes data on the total population in 1910, 1920 and 1930—notably the gross area, the net area and the density of population for each census tract. A street index was included, making it possible accurately and rapidly to distribute by census tracts any data secured from street addresses. Coupled with census tract maps they became a very useful tool for many purposes. The data in the present book is even more so.

For instance, the public school authorities responsible for providing educational facilities for the city's children must, of necessity, study the child population of the city and the shifts and changes taking place in this population. City planning constantly requires detailed information for small sections of the community. Transportation, telephone, gas, electric light and other community development must be planned for years ahead following the population trends.

Bankers making loans on property (they used to do that in the good old days!) must also know the movements of people from one section to another. Many a business man can get information of immeasurable value from such a summary of population movement.



Pirrie MacDonald
Walter Mann

The make-up of any community as to age, nationality, economic condition and social background has most important bearing on any program that is to be developed. "Why," for instance, says this book, "send letters to the illiterate? Why circulate high-priced material (mailing pieces) among those areas where the usual rent is no more than \$25 a month? Why over-emphasize voting programs where a large proportion of the population is under voting age or alien? Why establish recreation centers where 90 per cent of the population is beyond the interest in swings and wading pools?"

Applying these same data to a manufacturer's own problems in selling in Cleveland, an equally valuable set of conclusions can be reached. Why buy circulation in those localities that under present unemployment conditions could not possibly buy your product? Why not rather double the effort in those localities that might bear much more fruit? It's the good old national breakdown into desirable sections or population groups, which (sometimes rightly, sometimes wrongfully) has sent manufacturers scurrying for the big cities on the assumption that city dwellers by and large were better buyers of their particular products and therefore deserve much more intensive cultivation. Why not the same principle for sections of cities?

Here, at any rate, is a book that shows Cleveland's population more intimately than any other book ever has. It is the basis for more real sales planning than any recent, independent, newspaper study. Everyone who can get a copy by fair means or foul should certainly do so. But S.O.S. warns you in advance. They are hard to get. Better make a noise like a prospective advertiser to deserve one! Write B. A. Collins, Cleveland *Plain Dealer*, Cleveland, Ohio, and hope and pray that there is a Santa Claus!

Employee Representation

Problems of employee representation as handled by various American companies. Methods and plans now in use. Fifty pages of impartial discussion of a subject that (according to Owen D. Young and others of equal far-sightedness) will come up more and more as business recognizes the employee as a part owner or operator of the business. Well done, as usual, by the Policy Holders' Service Bureau of the Metropolitan Life Insurance Company at New York. Ask for Bulletin B-92. No charge.

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SALES

management

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July 1, 1932

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The Postman Whistles

"Encore!" They Shouted; "Delighted" Said He

WE are very much interested in an article in your issue dated May 1, entitled "How I Rate and Judge Salesmen Who Ask for Jobs," by Lester B. Colby. It describes the sales genius of James O. Craig. Can you give us the name of the concern with which Mr. Craig is connected?

The article goes on to say that he picked out a sales staff of 300 men who produced during a special campaign \$100,000,000 in business in 13 months and that subsequently not a single man was lost. Would it be asking too much to give the name of this particular firm, what line of business they operated, and if they are still in business?

Would it be possible to ascertain whether the 300 men in question, or a large percentage of them, are still in their employ?

We quote as follows: "The most successful campaign I ever came in contact with originated in New York. Three hundred men were wanted. We mapped out thirty-five questions. We believed that when these were answered we would have the picture of the man as clear as a photograph."

Is it possible to secure a list of the questions Mr. Craig asked applied to our own business.

The article in general is a good one and it gives many helpful suggestions, but if we had a more complete picture of the background over which the author worked it would help us determine more readily whether or not some of these principles could be applied to our own business.

C. L. FARDWELL, General Sales Manager,
McCormick & Company, Inc.,
Baltimore, Maryland.

AFTER reading Mr. Colby's article in the May 1 issue of SALES MANAGEMENT the first thought that occurs to us is: "What are the thirty-five questions which Mr. Craig uses in interviewing his applicants for sales positions?"

I think a great many of us whose time spent in interviewing applicants for sales positions is merely a small part of the day's routine, and who have, therefore, not worked out a scientific method of dealing with this question, would be interested in knowing, in a general way at least, what Mr. Craig's fundamental questions are.

GORDON TREWHITT, Assistant Sales Manager,
Arrowhead Hosiery Mills,
Chattanooga, Tennessee.

I WONDER if it would be possible to secure a copy of the application blank that Mr. Craig referred to wherein he asked each salesman thirty-five questions?

C. A. FUTTER,
C. A. Futter & Company,
Chicago.

(The answers to the questions of the above good subscribers, as well as sundry others who have phoned, wired, and written, will be found in the leading article in this issue. Do the editors win their bet that you will find this one of the best articles on the subject of selecting salesmen you have ever read?—THE EDITORS.)

A Sponsor for Our Youngest Child

I LIKE SALES MANAGEMENT much better in its new form. You have had some very useful articles lately. And, incidentally, I like very much the single-column "Rumor" which you used in a recent issue.

HARRY A. CASEY, Promotion Manager,
Scripps-Howard Newspapers,
New York City.

Electrical Appliance Distribution Further Analyzed

I AM a careful "cover to cover" reader of SALES MANAGEMENT and have always found the details in your publication very correct.

Being representative of a large jobber who sells a well-assorted line of electrical appliances, I am writing to ask if the figures that appear in the article on page 257 of your June 1 issue in reference to electrical appliance distribution have been questioned.

I read that the breakdown gives the hardware dealer credit for

selling 0.9 per cent of electrical appliances. I believe there is a tremendous volume done through wholesaler-retailer channels of distribution.

Can you get in touch with the source of information for your figures and find out what contact they have made with wholesalers and with manufacturers who supply wholesalers with electrical merchandise, to learn the volume of their business?

WILLIAM GEORGE STELTZ, Vice-President,
Supplee-Biddle Hardware Company,
Philadelphia, Pennsylvania.

(The Electrical Merchandising Joint Committee, which developed the figures quoted, considered, in this analysis, only sales made direct to retailers. The figures were furnished from sales records by leading representative manufacturers of household electrical appliances. The committee is making a separate analysis of distribution through wholesaler-retailer channels, which they expect to have ready in about six weeks. These figures are analyzed from the standpoint of sales, and they will provide valuable supplementary data to the material gathered by the Department of Commerce in the Census of Distribution. Any other subscribers interested in the findings may write to Kenneth Dameron, Electrical Merchandising Joint Committee, 225 West 34th street, New York City.—THE EDITORS.)

A Bright Welcome for "Bright Spots"

YOUR new feature "Bright Spot Cities," appearing in the issue of June 1, seems to be just what we have been looking for. We would like to know the cost of reprints.

D. J. ALLEN,
Ritter Dental Manufacturing Company,
Rochester, New York.

I HAVE noted with considerable interest the measurement of business activity by bank debits in the June 1 issue, and it would seem that such an index would be valuable in comparison with a similar index computed in the same way for an individual company's sales.

This thought occurs to me—which you have probably anticipated: The tax on checks may decrease their use considerably. This effect may occur only to individual accounts, and not to industrial or trade accounts, and individual accounts may be a small percentage of bank debits figures—I don't know.

The question occurred to me and I wondered if the possible decrease in the use of checks might make bank debits less valuable as a measure of activity.

E. B. GORE, Sales Statistics,
Corning Glass Works,
Corning, New York.

YOUR feature "Bright Spot Cities" is a splendid contribution to American business. From my knowledge of local retail conditions, in this city and others, I believe it fairly accurately reflects general conditions.

NELSON P. POYNTER, Business Manager,
The Washington Daily News,
Washington, D. C.

(Thus is a new feature welcomed by readers. Statistical authorities agree that the tax on checks will have but an infinitesimal effect on total bank debits.—THE EDITORS.)

Insidious Epidemic Ravages Bottling Business

ONCE again you have hit the bull's-eye squarely in the middle, in your first article on your page "Sales Letters," under the heading "Contagious, and Usually Fatal."

This article applies to the bottler of carbonated beverages, I believe, more so than to any other business. We have too many people in our industry who are buying eggs for a penny a piece and selling them for twelve cents a dozen.

Keep your good work up; it is inspirational and I believe, if handled the proper way, can help business and industry to get out of the rut in which it now finds itself.

W. W. BURNS, Sales Manager,
Burns Bottling Machine Works, Inc.,
Baltimore, Maryland.

...when dealers want a display...

"Our announcement of this display brought an avalanche of requests, denoting definitely a very great interest on the part of the dealers... and it is proving a great aid in the rapid movement of merchandise."

AMBRÓSIA
the pore-deep cleanser • cream • lightener

HINZE AMBRÓSIA, Inc.
114 Fifth Avenue
New York, N. Y.

May 11, 1932.

Mr. L. J. Engel,
c/o Einson-Freeman Co., Inc.,
Starr & Borden Avenues,
Long Island City, N. Y.

Dear Mr. Engel:

I believe you will be very much interested to know the reception accorded the new display created by you for us. Our announcement of this display to the trade brought an avalanche of requests, denoting definitely a very great interest on the part of the dealers in same.

I wish to express to you personally and to Einson-Freeman Co., Inc. my appreciation of the manner in which you have handled the construction of this display and the pains you have taken to produce what I consider to be one of the finest pieces of color work I have seen.

Our men report to me from all sections of the country, telling how the dealers are using this display in conjunction with our present deal and there is no doubt that it is proving a great aid in the rapid movement of merchandise.

Very truly yours,

Dallagerty

Sales Manager.



...it usually WORKS!

Specializing
in window and
store display
advertising

EINSON-FREEMAN CO., INC.
LITHOGRAPHERS

OFFICES AND MANUFACTURING PLANT
STARR & BORDEN AVENUES, LONG ISLAND CITY, N. Y.
NEW ENGLAND OFFICE-302 PARK SQ. BLDG., BOSTON, MASS.
WESTERN OFFICE-WRIGLEY BLDG., CHICAGO, ILL.

Inventors and Manufacturers of the Einson-Freeman Patented Double Tier Container
Licensee for Canada...Somerville Paper Boxes, Ltd., London, Ontario, Canada

Sales Letters

BY MAXWELL DROKE

Or "I Call Them Spinach"

What this country needs (aside from fewer commentators on what this country needs) is a good killing frost to blight the increasing crop of adjurations. I, for one, am plenty tired of being poked, punched and prodded by short, snappy sentences with sharp exclamation points filed on the end. Here, for example, is the concluding paragraph on an otherwise pretty sound and sensible letter:



Maxwell Droke

"Don't lie down and curl up! Open up! Show the world you believe in your country, your industry, your business, and your customers! Advertise!"

Ab uno disce omnes—which you bright scholars who recall your Latin will promptly translate as "Love conquers all!"

Assertions: Just Fool's Gold

Sometimes, on dark, dank Tuesdays, we all but abandon hope of ever reforming this great wide world in which we live. Right now, we are willing to surrender in the matter of those who persist in employing "balance" in place of "remainder." And even those who indite such expressions as "built upon a foundation to endure indefinitely" may expect no more fight out of us. Our crusading ardor has cooled considerably. But—it would be gratifying if we could induce some of our correspondents to learn a much more important lesson. We do wish they would acquire the knack or art of distinguishing between *sales arguments* and *assertions*.

In illustration of our point, let us quote from a recent form letter sent in for criticism:

"These are contributing factors to the ever-increasing demand for—:

"Authentic, individual styles and patterns
Improved, specialized manufacturing methods

Rapid service

Quality products at competitive prices

Variety of selection in each major brand

Consumer demand and prestige."

Or, again, consider this letter, headed,

"The Three Steps to a Successful Retail Meat Business":

"(1) **QUALITY:** You want to sell products which give your customer and yourself complete satisfaction.

"(2) **FRESHNESS:** You know that to give complete satisfaction you must handle meat products which are absolutely fresh.

"(3) **SERVICE:** This point, linked with **QUALITY** and **FRESHNESS**, makes a combination which will build meat trade you can justly be proud of—"

"These qualities are found in (name of product)."

Now, these, my children, are *assertions*—glittering generalities which may be applied almost indiscriminately to shoes, ships, sealing wax or suspenders. With a change of trade name any competitor can use them (and probably does!). They lack the specific touch which characterizes the valid *sales argument*. And, in these keenly competitive days, they have about the same market value as a slightly used theatre ticket.

Age Change, Telling Argument

On my desk is a letter from the Sun Life Insurance Company which says, "You are now 36 years old—." This being a statistical matter in which Family Bible and Court House records are in cahoot, it seems futile to argue. But the letter goes on to point out that on the 8th day of July I will be, for insurance purposes, one year older. Any life insurance taken after that date must be at a higher rate. This, of course, is no novelty. Insurance companies are constantly applying pressure on the "age change." But the Sun has gone a bit farther. Here's the way they sum it up, and make what appears a trifling difference in rate mount up to a considerable sum:

"At your present age, your life expectancy is 32 years, hence on an ordinary life policy your total premium saving, based on \$1,000 of life insurance, at 6 per cent interest, would amount to \$86.80."

This basic idea has, I think, possibilities for application in other fields.

Hands Busy, Mind Free

A mighty interesting and ingenious letter comes to me from the F. W. Dodge Corporation, publishers of the Dodge Reports. The enclosures are a handful of kodak prints, showing buildings in various stages of construction. They are conspicuously lettered, "A", "B", "C", etc. The letter, of course, provides the key:

"Photo 'A'—Architect's model. Job to be built at . . . Are your salesmen endeavoring to be specified in this project?

"Photo 'B'—Demolition. Do you know what is planned for this site?

"Photo 'C'—Were you specified on this department store?

"Photo 'D'—Is this column going to support products you've sold on this job?

"Photo 'E'—Have you an economical and effective method for advising agents or dealers of selling opportunities such as this?"

The continuing argument, of course, is that the Dodge Reports provide tips on these and thousands of other prospective construction jobs every month.

Every specialty salesman knows the imperative importance of giving the prospect something to do—*something to hold in his hand*. The principle, I think, might well be applied to mail selling more frequently than it is. I hereby extend a correspondence salute to whoever may be back of the

Dodge photo idea. It strikes me as sound, visual selling.

Don't Shoot, Mister! We'll Sign

From the ever-alert Alexander Hamilton Institute comes a timely letter, addressed to the officers of corporations:

"The most unusual things in the trade news today are the records of promotions of executives and the reports of profits. But there are some—even in these times!

"One of these days we will read of companies going back to full production.

"When that begins to happen, as it inevitably must, can you appreciate the huge number of new executive positions that again will be created? During the next twelve months, as the unemployed go marching back to business, there are going to be a great number of new openings at the top . . ."

The prospect is requested to visualize what will happen in his own organization, and is pointedly asked if he will be qualified to perform the administrative tasks which are likely to be put upon him. There are twenty-three questions in the self-quiz:

"Will you be able—on short notice:

- 1—To organize a company
- 2—To analyze a national market
- 3—To establish a financial set-up
- 4—To decide how to advertise
- 5—To plan an advertising campaign
- 6—To supervise company correspondence
- 7—To hire men
- 8—To run the office
- 9—To approve the accounting system
- 10—To extend credit
- 11—To collect debts
- 12—To go out and sell
- 13—To manage salesmen
- 14—To buy and rent real estate
- 15—To insure workers; shipments
- 16—To run the factory
- 17—To handle all shipments
- 18—To sell goods abroad
- 19—To deal with the banks
- 20—To okay the financial statements
- 21—To make a budget
- 22—To reorganize or merge
- 23—To lay down sales and production quotas?

The answers, needless to add, are to be found in the new Institute course for business executives.

A Nose for News

I am becoming increasingly inclined to the belief that the greatest single gift a sales letter writer can have is a nose for news. In scanning hundreds of letters every month, I am impressed with the fact that so few writers know how to dramatize their facts. Tucked away in the third or fourth paragraph is the Big Idea which should have been the opening sentence of the first paragraph!

Now is the time to be planning for Fall business. Why not send your letters in to us, before you send them out to your trade? Maybe we might have some constructive suggestions. And—it don't cost nuttings!

Significant Trends

As seen by the editors of Sales Management for the fortnight ending July 1, 1932:

• • • Three months ago on this page was the announcement that the Madison Square Garden Corporation had broken ground for a daring venture—the building of a sports amphitheatre to seat 72,000 people. . . . Last Tuesday night their faith was justified when the bowl was a virtual sell-out. When people shell out \$475,000 to see two fighters with no more glamour than Sharkey and Schmeling it can only mean that there is much more loose change around than most business men realize, and that if the product is made to look interesting the public will buy.

• • • Last month 18.2 per cent of the available blast furnaces were in operation—the lowest level yet reached in the depression. In the depression of 1921 the low point was 16.5 and was reached in July. Will history repeat?

• • • The president of the "Katy" railroad remarked last week, "Our figures show that with one exception freight earnings for the last six months of an election year have been greater than those for the last six months of the preceding year. Apparently the improvement is already under way, for, since early in June, loadings over the M-K-T have been showing an encouraging gain over the preceding months. At this time last June the trend was downward."

Barometers

As of the first of June important business indices made the following picture, 1923 to 1925 equaling 100:

Industrial production	61
Building contracts	26
Factory employment	62
Freight car loadings	54
Department store sales	74

• • • The Irving Fisher index of business conditions rallied in the last fortnight from 60.2 to 61.1, but his all-commodity index of wholesale prices declined fractionally to a new low of 59.3. The purchasing power of the dollar now stands at 168.1 per cent of normal.

• • • Bank clearings have been zigzagging. The week of June 8 they made the best showing in several months, the following week they fell sharply in contrast to a normal increase, and for the week ending June 22 all sections of the country were up again. Both bank clearings and bank debits are running 30 to 40 per cent below last year.

• • • Bradstreet's index of failures has declined for five weeks and now stands at 128.9 per cent of normal. This encouraging sign is offset somewhat by an increase in liabilities involved.

• • • Freight car loadings have recovered to somewhat above the level which prevailed for three consecutive weeks prior to the Memorial Day holiday. They average just half of the 1925-1930 level.

• • • Another brighter spot is an increase in electric power consumption. Latest figures show the smallest percentage decline from a year ago in ten weeks. In terms of actual output last week's was the highest since April 30.

• • • Construction contracts awarded during the first half of June, according to the F. W. Dodge Corporation, showed a total valuation of 57 million dollars as compared with 63 million for the first half of May and 158 million in the first half of June last year.

• • • The June motor car output was the largest so far in 1932 and industrial employment in Detroit is the highest, with one exception, since May, 1931. Retail inventories there are at the lowest level in 20 years. The number of families on welfare rolls is steadily diminishing.

Financial Skies

The financial world breathed a sigh of relief when gold withdrawals from Europe

stopped rather suddenly.

• • • The New York Federal Reserve Bank lowered its rediscount rate to 2½ per cent, presumably because of the cessation of the outward-bound gold flow, but it is doubtful whether a lower rate will have any immediate effect on expanding credit.

• • • Bank failures grew more numerous during the fortnight but were confined largely to Chicago's suburbs.

• • • For the government's fiscal year to June 21 (when many of the new revenue taxes went into effect) income tax collections have aggregated an even billion dollars as against 1.8 billions for the same period last year.

Generalship

Those interested in markets where activity is more nearly normal than the general average are invited to study the

"Bright Spot" cities list on page 40 of this issue. Bank debits are the base.

• • • Another list which has considerable duplication with the other is the group of cities with the highest ranking in building permits for May. The following made gains over May, 1931: Pittsburgh, Indianapolis, Battle Creek, Albany, Portland, Springfield (Massachusetts), Davenport, Stockton, Ottumwa and Hackensack.

• • • We applaud, or, as Winchell would put it, orchids for the courageous business leaders who are giving time and money in demanding governmental budget cuts. The president of Marshall Field sent out a very convincing analysis prior to the Republican Convention in which he proved that law-makers have increased federal expenditures by 63 per cent in the last five years. Leaders in the food industry have been conducting a similar campaign over the radio.

• • • The Snider Packing Corporation is putting up part of its pea pack this year by the Birdseye "Quick-Freeze" method.

• • • General Houses, Inc., is in the process of formation, and has the announced purpose of marketing steel houses for around four thousand dollars, in much the same way that automobiles are sold—agency dealers, time payments and trade-in value.

Sales Curves

Sears, Roebuck's sales in the four weeks ending June 18 reached the largest volume for any similar period thus far in 1932, and the decrease of 18.8 per cent from last year compares favorably with 20.5 per cent for the first twenty-four weeks.

• • • May sales of General Motors cars to consumers in the United States totaled 63,500 as against 81,573 in April and 122,717 a year ago.

• • • Unit sales of electric refrigerators last month declined 9 per cent from last year's month, despite sweeping price reductions. Some companies, however, forged ahead. Norge kept up its phenomenal gains by showing an increase of 111 per cent.

• • • Bookings of structural steel during the past four weeks are 50 per cent above the average rate for the year to date.

• • • Tires do wear out eventually, and factory shipments in April increased 25.2 per cent over March.

• • • Retail sales of all makes of automobiles in May totaled 145,000 units, a decline of 47 per cent from last year but an increase (contrary to seasonal trend and due largely to Ford) of 8.5 per cent over April.

• • • The air lines continue to gain, and during the first four months carried 128,712 passengers, a gain of 30.7 per cent over last year.

• • • Reports are current that the decline in sales of new life insurance is being checked, but May figures, the latest official report available, show a drop of 22.5 per cent from the same month last year.

• • • Recent sales of the B. F. Goodrich first-line tires have shown an increase of 25.9 per cent from last year—a gain which the company ascribes largely to their having doubled their newspaper advertising appropriations over last year.

• • • The U. S. export balance in May was 20 million dollars, which is a gain of 11 million over the disappointing April figures.

• • • Procter and Gamble's shipments in the week ending June 18 established a high record in the company's history. Sales were unusually heavy in anticipation of the Federal tax.

• • • Department store sales for the first half of June make a better comparative showing than the month of May when the index (based on 1923-1925 average as 100) dropped to 74.

Potpourri

General Dawes on the eve of his return to private life made the unqualified statement that we have actually touched the bottom of this depression, that Mr. Average Man's business is improving, and that the small enterprise these days is a better barometer than quotations on the shares of big corporations. On the same day that he made these remarks it was reported from New England that "with some factories which had been closed resuming operations and many smaller establishments continuing to progress, a feeling of great confidence is developing."

• • • Many of the moderate-sized cities, too, are faring somewhat better than big ones. Flint, Michigan—to take just one of many examples—has had no bank failures, no bread lines, no unemployment demonstrations, has three more drug stores than when the 1930 census was taken, and soon will offer employment to additional workers through the transfer there of three small General Motors units.

• • • A Denver man sold his small block of General Motors stock in 1929 and with the proceeds bought a new Buick. Last week, after using the car for three years, he sold it for enough to buy twice the number of shares he held formerly.

• • • The best Washington opinion has it that general business sentiment in July will perk up.

• • • W. W. Bruce of Continental Oil Company says that "Confidence, which is needed, can be restored, but only in one way—only when and if those people who still have jobs and a regular income can be made to believe that those jobs and income are safe. There is plenty of buying power in the country . . . that buying power, however, is beaten down and stifled by the fear of unemployment."

• • • The Young committee of bankers and industrialists formally announced this week its approval of the plan to broaden the use of the trade acceptance. With this indorsement now publicly given, it is expected that the trade acceptance idea will rapidly take shape and that within a week some of the new bills may make their appearance in the market.

• • • The coming month will mark the beginning of the fourth year of depression, because it was in July, 1929, that commodity prices began their historic decline. The decline of prices in the summer of 1929 was not pronounced, but it made some students pause in their scrutiny of the economic horizon. In October, 1929, stock prices went through the initial phase of deflation, but it was several months before it was generally conceded that the downturn in the business cycle had begun. If past experience provides any guide it is certain that the turn in affairs will come unheralded, that nobody will know the upward climb has begun.

35 Questions I Ask Prospective Salesmen

"MANY of us use only a small part of the day interviewing prospective salesmen. To us it is only a part of the day's routine. So we have worked out no scientific method; no definite procedure. I'd like to know this:

"What are the thirty-five questions James O. Craig uses in interviewing applicants?" — From a letter to SALES MANAGEMENT.

* * *

When an interview with James O. Craig was published in a recent issue* of SALES MANAGEMENT it unleashed a flood of comment and inquiry. Mr. Craig, it was stated, heads an organization that in twenty-eight years has placed in employment more than 1,000,000 people.

Numerous letters were received. Many appear to have been amazed at the detail Mr. Craig has thought necessary if a man is to be picked effectively. How to get the few, select them scientifically, out of the vast army of applicants seeking personal betterment?

Mr. Craig was quoted as saying: "The most successful campaign I ever came in contact with originated in New York. Three hundred men were wanted. We mapped out thirty-five questions. We believed that when these were answered we would have a picture of the man as clear as a photograph."

Instantly a cry went up from an army of readers. It was:

"Give us the questions!"

A surprisingly large number of persons, mostly sales managers, wrote to the editor or to the author. So Mr. Craig was sought out again. He said:

"It is my experience that very few men who set about the job of interviewing prospective employees properly plan in advance what they want to ask about. Ninety-eight

*"How I Rate and Judge Salesmen Who Ask for Jobs." SALES MANAGEMENT, May 1, 1932.



An interview by
Lester B. Colby with
JAMES O. CRAIG
*President, Business Men's
Clearing House,
Chicago*

There are few companies that wouldn't be able to find room on their sales staffs for a really good salesman. But, out of the hundreds who apply, how can these potentially valuable men be spotted? Training and turnover costs are too high to risk selecting men by hunch or guesswork. Here's a plan for weeding out the weak sisters—developed by a man who has, in twenty-eight years, placed more than 1,000,000 people in jobs.

per cent of them, I believe, trust almost entirely to their memories.

"Everything is more or less casual with them. An actor would call it ad libbing. They sit down and talk. They have a few vital points in mind. But they may forget even a part of these. Selection is left largely to instinct.

"Definite steps—in writing—are absolutely necessary if the best results are to be achieved. An architect must have his blue-prints.

A sculptor must carefully work out his measurements. No automobile designer would think of 'talking' his instructions to the mechanics making the parts.

"I said I used thirty-five questions in developing a sales staff of 300 men. But those thirty-five questions will surely not fit every case. Questions must be worked out to make a certain pattern according to requirements. There can be no standard set to cover anything and everything."

"Could you give me thirty-five that might, in some measure, be used as a guide?" I asked.

"We can try," he replied. And from his files he gathered cards and records and sheets of paper used in making various investigations and inquiries.

"And comment on them as we go along," I added.

"We'll try that, too—briefly."

So, after some work, we accomplished this:

1—What is your age?

"You would not put a man sixty years old to carrying heavy grips. Nor would you put a fellow of twenty at the head of a crew of older men," said Mr. Craig. "Age is the first picture you get of your material. Age is always the first question. You know the job to be done. Can a man of this age do it?"

2—Height? Weight?

"If you want to run rabbits, choose a greyhound. If you are putting a dog in a pit, get a bulldog. What's the job? Is

the man built for it? Is he overweight? Is he built to stand up under his special task? A spare man is usually filled with energy. A stouter man probably is more the directing type; executive. There are exceptions, but the picture helps."

3—Married or single?

"The married man usually takes root better. He cannot jump from one thing to another without penalties. He'll stand more punishment. Those are advantages. But he cannot be moved about, from one city to another, as readily. That may be a disadvantage. Which man fits better in your picture?"

4—Complexion?

"I mentioned that, casually, in my first interview. The blonde is more likely to be high-powered; he blows up quickly and calms down quickly. He thinks fast, has energy. He is the true one-call artist. He's the 'wild type.' The brunette's processes are slower but he is more stable. He takes hold more slowly but he sticks. He is tenacious. Complexion, very often, does count."

5—Religion?

"Many will say this has no place on a question form. But it has. In some organizations a Catholic will not fit. In others a Protestant won't. In some a Jew won't get along. If I were sending a man to Spain to sell I'd pick a brunette Catholic. For Sweden I'd pick a blonde Protestant. It's just plain common sense. Nothing personal about it at all. No prejudice."

6—Education?

"Educational equipment required depends entirely on the job in hand. Know your job and then know your man."

7—Can you furnish bond?

"If the man squirms, wiggles and thinks maybe he can, look him up further. You may reveal a rotten spot. It's a good question to ask whether a bond is considered or not."

8—Can you leave the city? Travel?

"It would surprise you to know how many times this point is overlooked, even when it is vitally important. We are likely to take it for granted any man can go anywhere at any time and stay as long as is necessary. Often he can't."

9—References?

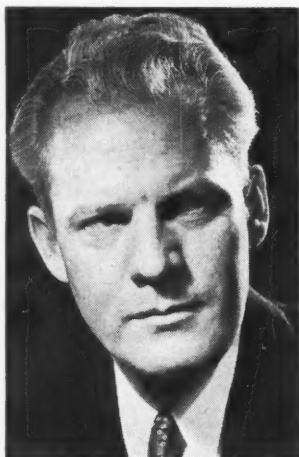
"A reference from a recent employer is very important. If the man has something to hide he will give as his references some friend, a pastor, or someone he has 'planted' to help him get by. Sometimes he arranges so that he can dictate his own reference. Watch the references well."

10—Do you own an automobile?



Q19. Has he ever sold on quota? How did he rate in comparison with other salesmen?

Photo by Ewing Galloway, N. Y.



Q32. Determination? Will he see a job through or falter at the first barrier?



Q21. What are his contacts? Manufacturer? Jobber? Dealer? Direct? Industrial?

"Many sales managers have hired men for jobs that require a motor car without thinking to ask that question. Sometimes they've put them through costly training before finding out. Don't take even that for granted."

11—Have you ever worked under a good sales manager? If so, how long?

"Organized sales training is often of vital importance. A man who has sold National Cash Registers, General Electric refrigerators or Hoover vacuum cleaners over any period of time is trained. Find out about his training as a salesman or his lack of it. Find out on the first interview."

12—Can you put in two weeks' training?

"On some jobs two days' training is enough. On others two months will be required. I know one job that takes six months' training before a man is trusted to go out by himself. In other cases a man is handed a grip and told to hop to it. When you get to this question, turn introspective. Give your own system a once-over."

13—How soon can you go to work?

"I've seen many a man get a job and then lose it because this question was forgotten at the start. Get it in quick. It may save a lot of time."

14—Have you a liking for this particular line of work?

"Kick around this brush pile a bit. You may jump a cottontail."

15—What is your past experience to fit you for this work?

"You won't have much luck trying to make a gynecologist out of a plumber's helper."

16—What compensation do you expect?

"Here a man begins to rate himself. Will he be happy on what the job can pay? Does he expect too much? Or too little? How does he estimate his earning power? Opportunity to read him."

17—Have you ever earned \$50 a week or more consistently for a period of two years?

"Reveals consistency, stick-to-it-iveness, continued ability. Proves he can make good and has made good."

18—What kind of compensation do you prefer? Salary? Straight commission? Commission with drawing account?

"The salary worker is conservative. He is less likely to get far. The straight commission man is an adventurer. He has confidence. He believes in himself. He often does surprisingly well. The commission with drawing account man may lie somewhere between the two. In his reply a man gives a cue to his abilities

and hopes."

19—Have you ever sold on quota? How did you rate in comparison with the other salesmen?

"The smart speller gets up somewhere near the head of the class in the spell-down."

20—How many years of selling experience have you had?

"It takes years to grow a sturdy oak. A tomato is brighter but it can rot in a day."

21—What are your contacts? Manufacturer? Jobber? Dealer? Direct? Industrial?

"Investigate the 'case history' of almost any salesman and you will find that he has specialized if he is experienced. He is naturally most valuable in the field he knows and in which he has friendships, knowledge and contacts."

22—How many years of experience do you have in selling?

"Bricks in the wall of the man's defensive strength."

23—What are your recreations and hobbies?

"If a man plays golf, fishes, swims, takes long walks and enjoys health-giving exercise, that is an asset. If he buries himself in books and is pale and irritable, well, he may have a sick spell coming up. And that's a liability. Healthful hobbies and recreations add to a man's value. Keep an eye on that."

24—What is the condition of your health?

"Bad health is a man's personal burden. He should not expect to ask a new employer to help carry the load. The buyer of a man's time has a right to beware. Let a sick man go to the drydock for repairs before seeking new employment."

25—Are your domestic relations happy?

"No man can do his best work if he has a nagging wife or a vicious condition in his home. Thousands of good men fail because of unhappy home conditions. An untrue wife, a wife who upsets a husband by her harassments, or who makes him unhappy, can destroy his value as an employee. Find out about the wife."

"The following questions, perhaps, cannot be answered in a dependable way wholly by the man himself. The questioner can arrive at some of the answers by observation. Others may require some investigation. But all should be answered."

26—Personal appearance?

27—Memory?

28—Lazy or energetic? Initiative?

29—Honesty?

30—Financial integrity?

31—Enthusiasm?



Q25. Are his domestic relations happy? Find out about his wife.



Q12. Can he put in two weeks' training? Turn introspective when you ask this.



Q23. What are his hobbies and recreations? Healthful hobbies will be assets.

32—Determination?

33—Reactions?

34—Habits?

35—Diplomacy?

"Personal appearance," said Mr. Craig, "is often obvious but not always so. A man badly clothed may be so from temporary force of circumstance. A man none too clean in appearance may be stained by some temporary occupation. Both may dress up well or clean up well if given the opportunity. Try to see the possibilities."

"I have asked a man, 'Where were you working two years ago? What was your telephone number there?' If the man fumbles for the telephone book his memory is none too good. If he recalls the number instantly, it's good. A simple test—like dropping a chemical into a solution to discover a reaction."

"Diplomacy? As you go down through the above list of questions you are likely, somewhere, to touch a tender spot or stir a man's resentment. Watch the man all the way to see if he is diplomatic in the way he handles himself. And if he is honest his replies will indicate his diplomacy or lack of it."

Mr. Craig told this incident:

"One day a man came to me much down-hearted. He had a very fine record of achievement over a period of years, but was out of a job. He said:

"I've been turned down on four very promising propositions lately. I can't seem to sell myself. I'm beginning to wonder if something is wrong with me. Am I slipping? Can you tell me what's the matter?"

"I said to him, 'If you're man enough to listen I'll tell you why you didn't get the last job you went after. I have a report on it.' Then I told him this:

"Your record was all right. Everything was O. K. but one thing. When you sat down in the directors' room to talk with the board you reeked with the smell of tobacco. One of the men present said they'd have hired you but they didn't think they could live with that smell. Look at your hand. Your fingers and thumb are stained to an ochre. There's your trouble."

"He thanked me, corrected the condition and in a short time got a job paying him \$25,000 a year."

Mr. Craig then offered a few observations. He said:

"Enthusiasm plus experience has big value; experience without enthusiasm may bring failure."

"A sales manager must hire men, train them and keep up their enthusiasm."

(Continued on page 44)

Don't Try to Sell Caviar to a Hamburger Market

TOO often when a General Sales Manager pounds the table with his fist and warns his men they've got to make quotas without whining or take the consequences, he is deliberately slamming the door against new ideas and new business. For he leaves his salesmen a bit sullen and afraid to make suggestions that may arouse the wrath and sarcasm of the boss.

Every moving-picture producer knows that in order to remain successfully in business he must keep his mind open both to the protests and acclaim of the buying public. It is fatal to ignore fan mail, with its brickbats and bouquets; for it is not the producer's opinion of beauty or talent that counts; it is the fan's. Records are kept of the mail that pours into the producer's office, and these records determine the value of the article for sale, whether it be the picture itself or the actors who appear in it. Probably no other business gets closer to its buying-public than the moving-picture industry, or profits more from this close association between buying and selling.

There is no good reason why all business cannot profit by this sound example.

Too many Important Executives, and, I may say, the bankers who finance their products, deliberately close their ears to the requirements of the public that supports them. It may be that the successful salesman, advancing to higher responsibilities, forgets the crowd clustering round the lower rungs of the ladder on which he climbed. Breathing a rarer, headier atmosphere above, he soon believes all others breathe this same atmosphere, and refuses to admit that the crowd below still eats raw onions on hamburger.

After all, so far as the retail market

Don't snub your salesmen as sources of new sales ideas—they are in direct contact with buyers, and they know what the market is demanding. If your salesmen report that your product is "too tony" to interest the person of average taste and education—find out what does interest him, and to hang with what you, as an executive, prefer!

is concerned, a great meat-packer is only a meat-block butcher, a manufacturer of cereal products or canned foods is still a small-town grocer, a cigarette manufacturer is only a corner tobacconist, and a manufacturer of garments is a gentleman's tailor. Unfortunately, as businesses grow from small beginnings to large-scale operations, the Important Executives forget all too soon their humble beginnings and start thinking of themselves as great industrial leaders and financial magnates; and when business falls away they are inclined to blame war-debts, economic depression, Chinese politics, anything rather than the simple fact that they are neglecting their customers!

But how can big business know the desires and criticisms of its ultimate customers? Certainly not through fan mail; for a disappointed customer won't bother to wait for a manufacturer to improve his product to meet the buyer's personal requirements; he will simply refuse to deal with him further, and take his trade to another. The logical way is to encourage salesmen to report all complaints, all criticism, all expression of satisfaction, freely and honestly. We all know the tendency of unsuccessful salesmen to excuse their own shortcomings by whining about the merits of the thing they have to sell. As a result, sales managers are inclined to place a black mark against those salesmen who report complaints and criticism, and praise those who are persistently optimistic, even though the latter may be ruining prospects for future business by ignoring the de-

mands of the market. Both kinds of opinions are valuable to a really discerning executive.

Through advertising, primarily, a manufacturer can, of course, excite a demand for something new or novel, can establish a trend, create a style;

but the public taste is usually too deeply seated to be moved quickly in its fundamental requirements through advertising alone. A man with something to sell simply must listen to public demand. Coupons, while interesting, are by no means a satisfactory test of the opinion customers hold of a product, because, for one thing, there are too many ulterior reasons for turning in a coupon, and too many non-buying readers who have the coupon-cutting habit.

The simplest way to determine what your public thinks of you and your market is a study of the reports of salesmen who are properly encouraged to inquire diligently and to report to you honestly without fear of censure and with reasonable hope of praise. It is extremely important that they be encouraged to make suggestions for the improvement of business, and that these suggestions be recognized.

"We tried that," one sales manager told me, "and all we got was a lot of boloney. They just worked their grouches off in their reports. And every suggestion was either silly or old stuff."

It didn't occur to him that the fact there were a great many grouches to work off was in itself significant information. Nor did he seem to realize that since most of the salesmen were young men, the ideas that seemed old stuff to him were new stuff to them, *and would probably be new stuff to the customers!*

One large company presents its new designs for consideration to a convention of its salesmen every year. It is



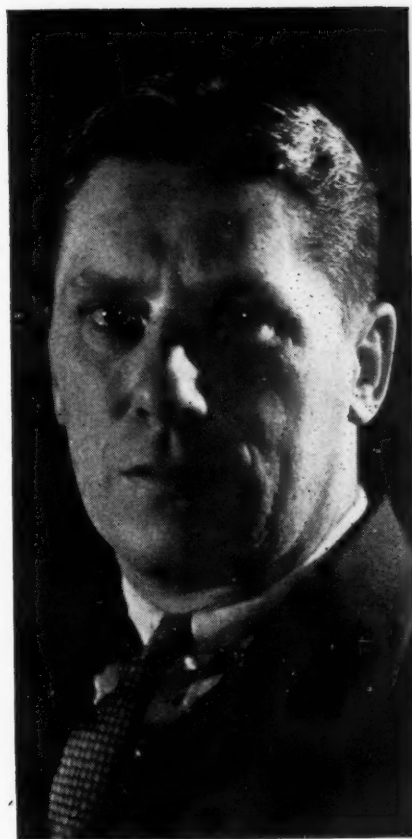
George H. Thornley

always a shock to the management to find that their own pet designs, the most beautiful by accepted artistic standards, come out somewhere near the bottom of the list. Now, if this company were running a museum of art it could afford to ignore the opinion of its sealesmen; but since it is in business to make money by selling in a very wide market, it takes the opinions of its salesmen seriously. While it does not throw out its more beautiful designs, for there is surely a market for these, it does put its strength behind the designs that will sell best in a popular market.

The manufacturers of furniture in Grand Rapids would sell very little if they were guided only by the judgment of artists and research experts in furniture design, or by the requirements of Southampton or Beverley Hills, rather than by what the salesmen tell them are the requirements of Main street houses and Bronx flats. It is greatly to the credit of these manufacturers that they are studying closely the most authentic examples of fine furniture through all periods, and incorporating the designs where possible in their own products. This is having its effect in gradually improving popular American taste; but Grand Rapids does not yet intend to go broke in a fine esthetic frenzy over beautiful but unappreciated designs.

An Interview by
William Ashley Anderson with
GEORGE H. THORNLEY

*Vice-President,
N. W. Ayer & Son, Inc.,
Philadelphia*



William A. Anderson

The great mail-order houses that sell ready-made residences through catalog advertising have learned from shocking experience that the American public as a whole does not want even excellent reproductions of charming colonial or English cottages; and as a result they list at least five cheap-Jack designs for every two artistically fine designs. For they, too, are not selling art; they are selling bills of goods!

Automobile manufacturers might well take a lesson from these methods. While there may be a really advanced group, and also what may be called a flashy group, who are interested in tear-drop designs and glittering paint and metal, the bulk of the automobile market is certainly interested in other things. What these things are can probably best be determined by a careful and intelligent examination of what the salesmen might report if they felt perfectly free to repeat the comments of prospects and customers!

What cigarette manufacturer has ever really tried to satisfy the desires of the public? Most American cigarettes are not pure tobacco, but contain many ingredients to which smokers object but which are considered important from the manufacturer's point of view in order best to meet competitive manufacturing—which results in a kind of standardization of the product from which the public can't get

away even though it may desire to do so. The recent marked success of a new brand, coming unostentatiously into the market with a revolutionary new flavor, indicates that there may be great demand for something radically different if the manufacturers would only listen to their public.

The inclination of so many merchants and manufacturers to hold the buying public in scorn is another one of those things that place a great gulf between producer and consumer and slow up the movement of goods to their logical markets.

There is a widely accepted dictum, for instance, that the buying public represents a fourteen-year-old intelligence, and that therefore all advertising, all sales messages and arguments should be addressed to a moron intellect. The premise is certainly correct but the conclusion is absurd. Psychology recognizes as a fact that the intelligence of a normal fourteen-year-old brain is as advanced as the human intelligence will go. In other words, the mental processes of a fourteen-year-old boy are every bit as sound as those of a forty-five-year-old man. The only difference between the two is that added years bring an increasing accumulation of experience that affects one's judgment.

(Continued on page 43)

LAST fall, in the November 21 issue of SALES MANAGEMENT you published a controversy between Mr. George Willman and Mr. George Carrington on the question of "Have Salesmen Gone Soft?" When I finished reading it I "took my pen in hand" and rather lambasted Mr. Willman for being wrong and flint-hearted. Here are two or three paragraphs that especially got under my skin.

Early this month I made a trip to Youngstown, Ohio; a one-industry town, steel. In the last six months I have heard more from my salesmen about this town being dead than I have ever heard about any other town in my life. From them I gathered that the industries of Youngstown were running only 20 per cent and that there had been three big bank failures with a loss of \$60,000,000—to say nothing of many other catastrophes too

By GEORGE L.
WILLMAN
Sales Counsel, Chicago

(the really winning number of poems) that have made 1331 a very profitable year—in some ways, even more profitable than 1991—has changed its identity that year: now some scholars have catalogued oral tales and poems themselves, words of the feast that the word "salmon" evokes. What these words were being made, other than in identical forms of beauty, seemed to have slipped as oral poetry. What appears for the difference, —lack of knowledge? Readers around the article referred to in M. Castagna's letter, which appeared

SIXTH MEMORANDUM for August 1, 1945, under the title "How Should a President Talk to His Subordinates?" will find its way upon the floor, the latter which moves Mr. Cummings to take up his latest report as defense of all subordinates who have had to back aggressive conduct in the field. The two latter printed lines express unusually interesting comments on points of view. It happened that they came to the officer's desk at the same time.—The

RECENTLY the sales explosion of Corbin's Patched Leather jeans came to my attention. They sell in every part of the United States through about 600 women. Men have been happily liberated from the jeans concept as well.

—STEVE MANN, CHICAGO, has asked Mr. Williams to take the story of the Corbin jeans off in an issue.

The Pair of

are used only for national and educational (with occasional institutional) controls. One of the 1993 listed agencies does not make products, and they do a more significant job of en-

Their experience includes, I believe, some astounding insights in getting answers under perfect conditions. If their experience is any indicator, I believe it would be a good thing for about half the men in the Senate in this country to see this program spelled, with one, keep an eye open and otherwise rather education and put to women to take their place. I am, however, sure and confident.

place. I am sincerely sick and tired of the kind of sales managers and salesmen that are going around telling each other "there is no business" and otherwise waiting for the effortless days of 1923-1929 to return. I think it is a blessing to this country that these days are of the kind of business

Carson's young women will rise a depression-ridden town, go from house to house and dig up a good business where the chains are supposed to be on the dirt, or at the mercy of the chains already inclined. Here is a money with banks is full of money they can hardly close the doors, with 100 million people eating, drinking, going to football games by the bus.

leads to a rest, creating the state of inertia on surface, halting out the roles of his department soon to his guide, and he has the job finished and without business interest of 1928 wandering when groups will come back. Migration like your very early in these casters and about the business is hard to get and it takes regularly will appear and it get it. Why don't you see it on your bird legs and there are your feet and reach some of them last butlers down with you.

Letters Printed



Yes!
Says Willmar

When I was a boy in a town, used to roam dachens, and as boy the way looked we spoiled them, when the cars played out you know those dachens just wouldn't the life of them go on and on for an ageless but they used to be actually had to take a look at

the spring season for them to be washed down to death. On the way, we avoided eggs, and later found some in the water to make good use of, perhaps. After all, you can't keep on using the old hook and improve by the loaded shore.

P.S. Spraying of mosquitoes was a hell of an idea, placing a bucket of it in the Chicago Tribune, covering it with paper & I took the Marshall Field store. But, no word as yet. In the end, only.

Here Came

The country's full of money and carloads of orders are waiting for salesmen with the energy and fighting spirit necessary to dig 'em out. Because orders came so easily in boom years the men have lost all conception of the meaning of real work. They are spoiled and lazy. So declares Mr. Willman.

By **GEORGE
D. CARRINGTON**
*Sale Manager, Western Mail
Specialty Company*

A GAIN I must read that letter of Mr. Dyer's to his open sponsors (see SM Aug. 22). I had it again in the October

number of the *Windsor* Age. Every time I read it, it is a challenge. I speak out for the thousands who have fought this past 30 years have never found relief for humans.

President and sales executives—and others who have not been in the "zone" may like Mr. Durren's advice. I do not like a business to be an experience goes with the own sales team and with other salesmen I know and have seen, these men—every day

34. Helen says that "deep at heart" that Gene has a "thoughtful, whimsical attitude." No such sentiment has occurred in this whole year. The opposite has been true. I have been, and was

to the Editor



No!

my mother. I have taught the boys with them. I have seen big oceans days; time after time, after day work on them - after all known means of selling were thought of. They must come to defend him; there was no adequate remedy in buying and the lack was not of control or incentive. It was ex-

On to the Kamasu tanner in
poor's place is a pile of wheat in
on the ground, worn less than the
of smoking. And the farmer is
thing. Go to it. At. He. Hahn to
Dinner? Let's see you do it.

The Wisconsin wheat grower
dry farmer—grower has for
products from the out of produce
—all used and waste comes from
farms machinery. There are well
ready to buy at once as they can
they way close to two for what

's Desk in
[1954]

Times are hard and the depression is real. Salesmen have made a gallant fight. They are neither lily-livered nor chicken-hearted. They are working harder than they have ever worked before. Salesmen deserve credit and praise — not criticism for their failure to produce. So avers Mr. Carrington.

try. Try to tell them something beyond recreation? Try the Georgia peach growers' lawsuit for the contribution at the school district of Atlanta, say if the \$15,000,000 added, class and no funds a professional

True, a salesman is kicked before he starts if his attitude is one of disrespect and inferiority . . . but I believe that he has had sufficient to contend with to take the meek out of any one and with no figs. I duty say more so.

These inflation targets blunder at maddeningly. They have never seen a real economy do real work. Some of us here. We have seen how weak and self-right and self-pitying an attitude has become—make his company one here, two, seven, eight ten, twelve thousand deficit! These same politicians are working harder than ever

before. They are thinking themselves of all things but execution. They go in, they wait for one or the other. They come down and appear like women—but many of the two of them have surely made a living.

During my own present, orders are not being given; there is a waiting stage that is real. They are comparing a fact and let it be expressed upon the hearts and minds of sales men, agents and writers so that it will be revealed in a more sympathetic attitude toward salesmen.

The Same Mail

The Pair of Letters Printed Here Came

to the Editor's Desk in the Same Mail

*Sales Manager, Erie Meter Systems, Inc.
Erie, Pennsylvania*

A third new oil company had just received its charter and was about

(Continued on page 41)

Harvests that Lie Unreaped



Harvests unguessed by the "Anything I can do for you today?" type of salesman lie everywhere ripe for the reaping by men with the courage really to ask for sales.

THE United Drug Company recently sent out a group of unknown shoppers to hundreds of Rexall stores throughout the country, in a study of retail selling methods. Each shopper was instructed to make an initial purchase and then to accept any companion-sale suggestions made by the sales person who waited on her—up to a total of five dollars in each store called on.

What happened in Boston is typical of what happened elsewhere. The young lady who acted as shopper was sent out with \$150 and told to spend five dollars in each of thirty Rexall stores in New England. In only three of the thirty stores were *any* companion sales suggested—one out of ten! In two other stores only, the clerk came out with the hackneyed question "Anything else?" but offered no definite suggestion.

The largest amount the shopper succeeded in spending in one store was \$4.06 for six items. The next largest amount was \$1.09. And in one

store where the proprietor himself waited on her, she bought a ten-cent item and he seemed perfectly satisfied. The result in those thirty stores was the expenditure of \$15.86 of the \$150 available.



Louis K. Liggett

"Now, my friends," said Mr. Louis K. Liggett, president of the company, in passing on these facts to his dealers, "if you want to you can lie down and say that times are hard; that you can't help it if business is bad; that your sales are off 25 to 30 per cent and so are your neighbor's. But we have gone far enough with our shopping to know that you are overlooking the fact that the customer who asks for a small package of Aspirin has more than the price of the Aspirin in his pocket, and it is up to you to get it!"

This same opportunity is being wasted by thousands of dealers and salesmen in other lines, as well as those in the drug industry—the opportunity to close the orders you *might have had* if you had but asked for them.

Swallow the Excise Tax or Pass It on?

Most Companies Vote to "Pass"

IN the long run, and for the most part, the public will pay it. This—with the addition of a lot of "buts" and "ifs"—summarizes the action being taken by those manufacturers whose cooperation has just been asked by Congress to dig up \$450,000,000 in excise tax with which to help fill that \$2,000,000,000 hole in the nation's budget.

But because manufacturers are free to raise prices at will, most of them seem inclined to pass the tax along to the public; and in some cases they will pass along more than the tax.

In interviews with executives of some 50 companies in various cities, SALES MANAGEMENT found plenty of confusion, and some disagreement among companies in the same industry as to whether they should pay the tax or pass it on to retailers and probably the public. Lever Bros. (Lux, Lifebuoy, Rinso, etc.) has decided to absorb the tax on some items and pass it along on others, for example, while Colgate-Palmolive-Peet will pass it uniformly along.

The Detroit reporter found companies almost unanimous in their decision to pass the tax on to the public. Interviews with executives of various General Motors units, with Chrysler, Federal Truck, United States Rubber, Kelvinator and Norge refrigerators, F. W. Stearns and Iodent Chemical and others showed general price increases going into effect. One reason for this may be that in automobiles and refrigerators the respective 3 and 5 per cent tax runs into a tidy little sum on every unit sold. Another is that the prices of these products are widely advertised and to appear to raise them now might be suicide.

Radios Tax Plus

Atwater Kent, Grigsby-Grunow, Zenith, Crosley and apparently almost every other radio manufacturer also are selling their products plus tax.

The principal chewing gum manufacturers, however—Wrigley, Beech-Nut and American Chicle—will probably absorb part of the tax. Though certain candy manufacturers will not add the tax to present billing prices, they anticipate some compensating price adjustments soon. Some soft drink companies report that they will probably pass the tax on to retailers who are expected to pass it on to the

public, while others will get the retailers to absorb it. In penny and nickel items, it is pointed out, the tax cannot easily be placed on the public's shoulders. "In drinks, of course," said one Chicago executive, "added water may wash out the tax cost, and Mr. Public is gypped."

Among New England manufacturers, opinion was found to be about evenly divided between absorbing and passing along the tax—with few companies inclined to divide it with their retailers. Candy makers there plan ultimate price increases, because the amount of the tax is said to be about equal to present profits. Larger soft drink companies there usually will absorb the tax; the smaller hope to pass at least part of it on.

Oil and gasoline refiners and dealers almost invariably will pass the tax to the public, as will sporting goods, cameras and firearms concerns, who otherwise would have their profits almost wholly wiped out by it.

Furriers Mixed

Though Lewis Himmel, president of the Associated Fur Dealers of Chicago, informed the reporter there that "the tax on furs will be included in the retail price," and that the "fur industry sees no price upset," eastern manufacturing furriers believe they cannot absorb it. One eastern leader of this industry, however, thought that raw fur prices eventually will fall off sufficiently to equalize the tax.

Jewelry makers agree that the public must pay, and Stein & Ellbogen of Chicago also believe that the "government will get only part of the added cost. Doubtless the tax will be pyramided as it is passed along to care for the increased cost of merchandising due to labor and credit risks." Executives in other industries, from dental products to rubber, believe that the public also should pay the higher book-keeping costs and are encouraging dealers to increase prices more than enough to cover the tax itself.

How do the retailers feel about it?

F. W. Woolworth—with goodwill resting on long-established price levels and with small margin of profit per unit of sale—issued an "ultimatum" to manufacturers at New York last week to the effect that it could not absorb the tax on any item.

Charles Walgreen, president of the

Walgreen drug chain, said at Chicago: "Some drug store items are so priced that neither manufacturer, distributor or retailer can absorb the tax; neither can it be passed on to the public. Unless a loss is to be taken, it will be necessary to raise the price of some other article in the store—perhaps a tax-free item—to balance the loss."

Manufacturers may pass on the tax on certain items and absorb it on others. Williamson Candy, Chicago, will absorb the tax on 23 per cent of its items and add the rest to its bills. Mars, Inc., will absorb the tax on its four five-cent candy bars. Pepsodent, making only two products, will pass the tax along on both. Colgate-Palmolive-Peet, making hundreds, some tax free, others carrying taxes ranging from 2 to 10 per cent, will find plenty of costs to pay, even though the taxes are passed along.

Two Taxes at Once

One western manufacturer said:

"The situation is confused and confusing. If we have to pay a tax on materials going into our goods, and then have to add a tax to our manufactured articles, it is apparent that there are two taxes. We shall ask Washington for a supplementary statement making this clear. It looks to me like a cumulative tax. It is possible that there will be an organized challenge. Such a law might be unconstitutional. I think it is. Piling tax on tax will be bad for business."

And another finds the situation embarrassing:

"If the tax, based on the wholesale price, is added to the retail price, then the retailer or consumer will know just what the manufacturer got for the goods. The retailer can figure out just what the jobber paid. There will be no secrecy. If one distributor, due to volume, or favoritism or any other cause gets special prices or special discounts, that all stands revealed in stark realism. It will be a very difficult and embarrassing situation in many instances."

And some executives fear that "a lot of little fellows who have been hanging on by the skin of their teeth and who are unable to find ways to pass the tax on will go broke. The tax is the last straw."

While others see in it profit-possibilities.

"Where do we go from here?"

See these new models... TRUE-TONE... from \$39.50 for the... See these new TRUE-TONE... Enjoy them. See your nearest dealer. This is... in your community.

Now your advertisement can tell them exactly "Where to Buy It"

"All right, Mr. Manufacturer, we'll buy your product!" say the readers of your advertisement.

But will they?

They may not know WHERE to buy it. They may try to locate your dealer, but finally end up with "something just as good."

Don't risk losing sales this way. Make it easy for prospects to find your local dealers—through "Where to Buy It" service.

List authorized dealers under the trade name of

your product in local classified telephone books. (See illustrations below.) In this simple way, you complete the buying circle.

Ask your advertising or sales counsel for full information about "Where to Buy It." Or write or telephone direct: Trade Mark Service Manager, American Telephone and Telegraph Co., 195 Broadway, New York, N. Y. (EXchange 3-9800)—or 208 W. Washington St., Chicago, Ill. (OFFicial 9300).



"WHERE TO BUY IT" makes dealers easy to find

CLASSIFIED TELEPHONE DIRECTORY

Lawn Mower Business--(cont'd)

JACOBSEN POWER LAWN MOWERS

Lawn and Putting Green Power Mowers—for parks, cemeteries, schools, institutions, golf courses and estates. A model for every lawn, both wheel and roller types.

"WHERE TO BUY IT"

Batteries--(Cont'd)

NATIONAL BATTERIES

Long Life Batteries with 50% more reserve power. Every Battery backed with a written Guarantee.

"WHERE TO BUY IT"

Battery Cables

Battery Supplies

Power Battery Products Co. 3200 Taylor St. Chicago, Ill.

Bell Battery Supply Co. 1900 Broadway N. Y. C. 100

Whitely Battery Supply Co. 13 & Burlington, N.J.

HANUFACTURER

Taylor John Battery Supply Battery Cable Taylor 3108 Melrose Taylor John Battery

FIRM SPECIFICATIONS

Daniel Higgins, Architect,
Office of John Russell Pope

It is possible today to contract for many fabricated materials for less than their actual material and labor cost. No overhead; profit long since forgotten. This is no help to any one. Instead, it creates a situation full of potential trouble for manufacturer, architect and client and makes it necessary more than ever for the architect to steer a careful course.

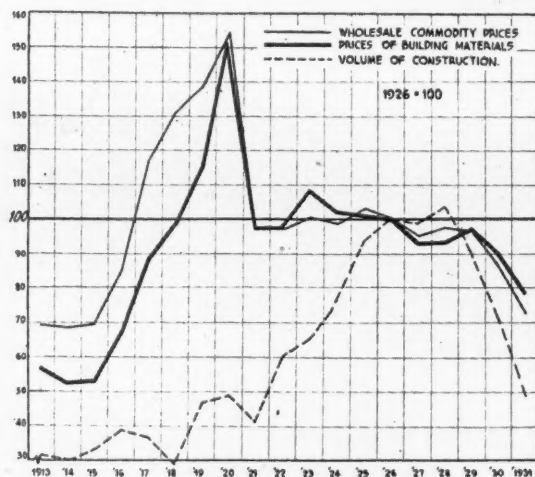
I do not refer to the general decline of material prices as a whole. This has been no more drastic than the general movement of all commodity prices. Moreover, it is a thing admittedly beyond the control of any one group. But when contractors and manufacturers come in with prices approximately one-half the figure quoted by reliable competitors, equally eager for business, then it is time to look out. Unfortunately, too, this condition is especially recurrent among fabricated products where no basic general specifications exist such as govern transactions in cement, structural steel and the like.

Superficially it may seem smart to take advantage of any price that a hitherto responsible manufacturer may offer regardless of what it costs to build his product honestly and well. Actually no series of such transactions can occur without some essential thing coming out of the quality of the thing itself. Materials may be modified in a hundred small ways; standards of workmanship are governed entirely by the general policies of the manufacturer. Moreover, reliable manufacturers, today, are faced with the alternative of closing up, or of cutting costs beyond any reasonable hope of maintaining quality.

These alternatives are equally unfortunate for the client who builds with the expectation of reasonable obsolescence and fair maintenance costs. By the time troubles develop as a result of sharp buying, the apparent economies of the transaction will be forgotten; and the architect may then be called upon to explain things in terms of conditions that no one can recall.

It cannot be argued either, that high prices during the past boom years have enabled manufacturers to build up tremendous reserves, out of which they may be expected to finance losing transactions at this time. Aside from a brief rise due to an actual scarcity of building materials in 1923, prices declined steadily throughout the entire peak of building activity which began in 1921, and began to sag in 1929. F. W. Dodge Corporation shows clearly, in the accompanying curves, what the relationship has been between volume of construction and the prices of building materials as compared to prices of commodities generally.

Granting that a real danger exists to all parties in transactions where some one has got to lose



money, what can be done about it? For no one in his senses will deliberately pay high prices unnecessarily in the vague hope of rectifying a bad general situation.

It seems to me, right now, that the architect holds all the cards, and that there is no mystery about what he should do with them. One thing clearly indicated is the need for more careful study than ever before of the basic construction details of fabricated products. There is more time now for manufacturers to explain basic values, and specifications writers have more time to catch up with progress. It is time, moreover, for extreme rigidity of specifications and for sharp restriction of latitude in effecting changes of specifications as drawn. Two more or less distinct schools of thought have grown up among specifications writers: one maintaining that the architect's function nearly approaches that of purchasing agent in finality of choice between competing products; the other leaning towards the theory that specifications should allow a high degree of latitude lest monopolies be created to which their clients would inevitably pay a high toll. Certainly the latter theory is hardly tenable at this time.

Furthermore, our particular policy today is to exercise unusual care in admitting products as "or equal" under the specifications. Where a question arises under a general contract, we regard it as only reasonable for the architect to require submission of the entire file of subcontract prices and, if necessary, consult the bidders and give them a chance to justify their position, either high or low. Where equipment contracts are placed direct by the architect, we have of course an especial opportunity of standing between our clients and the clamor for business at almost any price.

In the final analysis, it is pretty well up to the architect, whether or not there is to be any continued stability in the building business. There is no similar independent professional group controlling any comparable share of American business as a whole. It is a marvelous time for professional control of a business to justify itself.

Reprinted from *The Architectural Record*, June, 1932

Mr. Higgins, architect, keynotes the situation in today's building market

The accompanying article in the June number of THE ARCHITECTURAL RECORD gets to the root of the most important problem in the building industry—judging by the flood of comment which followed.

Mr. Paul Coste, Manager Flooring Sales, United States Rubber Products, Inc., writes:

"Please congratulate Mr. Daniel Higgins on the splendid article that he has written. I can't express to you how much I enjoyed this sane view point and the encouragement that I personally have derived from reading this article . . . We have about one hundred and fifty dealers throughout the country and I believe that much could be done to help the cause if I could send them each a reprint of Mr. Higgins' article."

Mr. P. W. Kerr, Vice-President, Henry Weis Manufacturing Company, Inc., writes:

"Mr. Higgins' simple, concise and extremely accurate summary of the situation today existing in practically all phases of the building industry, and many other industries for that matter, is a distinct, constructive contribution to the thought of the type of leadership, without which there can be little hope for improvement . . . We should like to place a number of reprints of Mr. Higgins' article in the hands of each of our representatives."

These are typical of scores of similar comments from manufacturers who see in Mr. Higgins' suggestions the way out of the present intolerable situation brought about by destructive price competition. Note especially what he proposes as a step toward the return to quality:

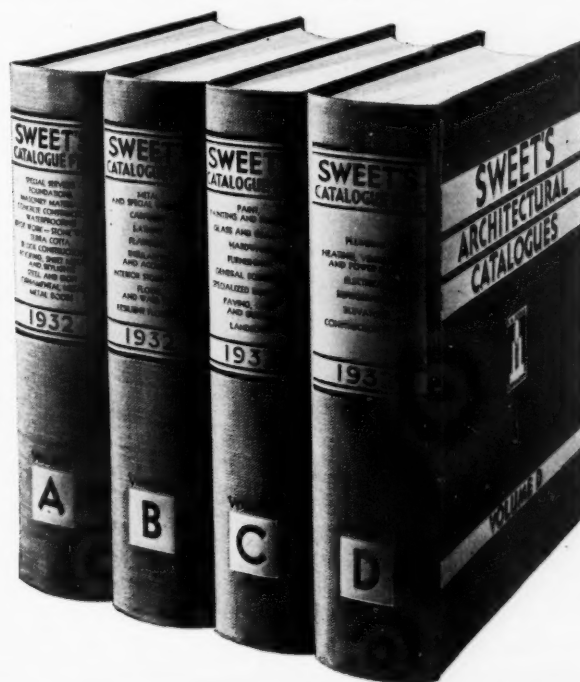
✱ "One thing clearly indicated is the need for more careful study than ever before of the basic construction details of fabricated products. There is more time now for manufacturers to explain basic values, and specification writers have more time to catch up with progress."

Your catalogue, more than any other single factor in your sales set-up, is depended on by architects to furnish the complete story of your products. Make sure that your catalogue will be always quickly accessible in every active architect's office by distributing it filed in Sweet's Architectural Catalogues. In this form it will be constantly on the job every day from the date of its distribution until January 1st, 1934.

SWEET'S CATALOGUE SERVICE

Division of F. W. Dodge Corporation

119 WEST 40th STREET, NEW YORK, and principal cities



SWEET'S ARCHITECTURAL CATALOGUES

SWEET'S ENGINEERING CATALOGUES

THE ARCHITECTURAL RECORD

DODGE REPORTS

Mr. Beling tells
America which
are India tea.



Advertising Followed Through Wins America to India Tea

BY LAWRENCE M. HUGHES

INDIA tea has been advertised in the United States since the Chicago Exposition of 1893. But it has been in *demand*—and the India Tea Bureau has succeeded materially in altering America's tea-drinking habits—only since 1928.

The difference between failure and success has been that between just advertising and advertising *followed through*.

The India tea growers, with the co-operation of the Indian Government, spent millions of dollars in large space, well-written copy and sometimes rather dramatic propaganda on behalf of their product here in the 35 years prior to 1928. But they did not identify their product to retailers and consumers. For this reason they could not adequately merchandise it. It was useless to tell grocers to carry and housewives to buy India tea, if they had no means of knowing which of a multitude of brands contained it. A

little thing—identification—but the crux of the whole problem.

The adoption and promotion of an identifying emblem in national, local and point-of-sale media, with the emblem carried on every package of every brand of every packer who used a specified percentage of India tea in his blends, brought about a rapid change in the reception of the product. But the reception doubtless would not have been so complete and successful if the product itself had not been improved to measure up to the desires created, and if the product and its emblem had not been merchandised actively and cooperatively by all the factors involved.

There are three kinds of tea: black, green and oolong. Black is fermented, green unfermented and oolong semi-fermented. Though India produces all three, it has become in recent years predominantly a black tea producing country. America, until recently,

was primarily a green-tea consuming country. But the India growers felt that in black tea they had a product that could be made more attractive to American palates and more stimulating to American nerves. Almost more than a competitive, it was an educational job.

The extent to which the Bureau has succeeded at both is shown in the fact that imports of black India tea have increased from 13,520,305 pounds in the nine months ending March 31, 1928 (the tea-producing season is nine months long), to 16,913,391 in the corresponding period ending March 31, 1932.

Though failing adequately to identify India tea in the consumer's mind, the earlier programs, perhaps, helped to pave the way for today's more specific and practical merchandising efforts. They built up the prestige of India tea. One of the first back-cover advertisements in the *Ladies' Home Journal* (October, 1897) depicted Queen Victoria offering President McKinley a "cup of pure tea," with a turbaned Indian serving.

But even Sir Charles Higham, the London advertising agent whom the growers called into service eight or ten years ago, only intensified the mystery as to just what is India tea and how to get it. Born in Brooklyn, as plain Charles Higham, Sir Charles had become quite a personage since his elevation to the baronetcy. He had an idea that all that was necessary for him to do was to make a few personal appearances before American publishers and tradesmen and send a few "messages" to the American people, and the India tea growers, somehow, would reap a rich harvest.

Finally, the Tea Association put in charge of its American work, as tea commissioner, one Leopold Beling. Born in Ceylon, Mr. Beling knew tea. American resident since 1893, and tea expert, he knew American prejudices with regard to tea. An executive with various American tea importing firms, he knew something about the problems of selling tea in America. He became director of the India Tea Bureau.

The first thing Mr. Beling did was to initiate the adoption in the Bureau's advertising and on packages of India tea packers of a distinctive emblem. He also launched a program of closer personal cooperation with the American trade.

The growers had collected £40,000 for the 1928 campaign in the United States. In 1929, 1930 and 1931, Mr. Beling persuaded them to raise the ante to £50,000. This year, due to

(Continued on page 37)



This plan produced in a few months 1500 group-distributors for a household product

AN eastern distributor became our client just as negotiations were concluded giving him exclusive control of a meritorious product of general household use.

Foreign sales in considerable volume then existed. He obtained exclusive sales rights for the domestic market, which was open.

How to capture that market was his problem. Commonly used plans of distribution were beyond his ability properly to finance for large scale profitable operations.

We suggested a proved plan which experience of other clients of ours had shown to be fundamentally sound.

This plan he approved. Together we went to work.

The entire plan called for mail selling exclusively. No personal contacts by salesmen necessary. In his home state the campaign was launched. Results quickly justified its extension into two adjoining states. Other states were added in quick succession.

Sales were through local community groups. Groups numbering 25 to 100 or more individuals. Each group actively undertaking the sale of this product contacted with up to four times the number of homes as there were members per group. Thus, a group of 25 individuals would contact with 100 or more homes where such a product was needed. Groups of 100 individuals often introduced this product to as many as 500 housewives.

Soon, 20 states with 1,500 group distributors constituted the sales area and force of this client. Groups were first located by mail. Then by mail they were sold on the product's merit and shown its profit possibilities. Orders were all received by mail. By mail, frequent, helpful, inspiring, instructive contacts were sustained.

Result was that group-distributors were not

only successfully started, but were securely established on a profitable basis. Profitable alike to the groups and the distributor, our client.

These hundreds of group outlets offered possibilities for the sale of other good products of household use. Today, this distributor's sales under this same program include a score of allied products.

Products for Distributors

J-100—Ohio manufacturing laboratory of general all-purpose household cleaner, attractively packaged, offers inducements to distributors reaching retail trade.

J-200—Michigan maker of remarkably delightful brushless shaving cream has good territory available.

J-300—Southern manufacturer of toilet preparations for colored trade seeks distributors reaching negro buyers.

National distribution by this plan is possible for products or merchandise of merit whose use or consumption calls for repeat purchase at reasonable intervals. This plan may be started in limited territory under a modest expenditure. Yet it is susceptible to quick expansion.

Products, merchandise of genuine merit used or consumed in the home or by mem-

bers of the family circle are readily saleable under existing business conditions by this program, particularly so where women make or influence their purchase.

It is estimated that opportunities for 100,000 to 250,000 such group outlets exist in the United States. A respectable percentage of these groups linked up with any distributor or manufacturer's products will result in a handsome sales volume.

Gladly, without obligation, we will discuss this program with any interested manufacturer or distributor. Samples and complete information of products or merchandise should accompany the first letter.

Our services are also available to manufacturers, distributors and others who feel the need of seasoned sales, advertising and merchandising counsel and services in the preparation of their sales plans and literature, whatever be the product or the present methods of distribution.

Distributors seeking suitable products may find one or more of those referred to in the center box panel of real interest. Samples and complete information, at our request, will be supplied by clients direct. Please identify by number product in which you are interested.

This is the second of 12 full page discussions of our service running in SALES MANAGEMENT at four-week intervals during the year. First appeared June 1. Each issue also carries, as for nine years, our announcement on page next to back cover.

James C. Johnson, and Associate Counsellors

For 10 Years Sales Promotion Manager, Larkin Co., Inc.

119-J Woodbridge Ave., Buffalo, New York

Designing to Sell

Edited by R. S. McFADDEN



SALES MANAGEMENT is indebted to the National Alliance of Art and Industry for the leads for stories and photographs on pages two and three of "Designing to Sell." The products illustrated are being shown at the Designer and Industry Exhibit of the National Alliance of Art and Industry at the Art Center in New York, June 20 to October, 1932.

Designs on the Sexes

HOW good is your guess about the sex appeal in packages? One of these designs has it for men, the other for women. It was just a freak of fate that turned out a merchandising idea. When the Atlantic Refining Company turned over to Clarence Cole the job of designing a can for Acme Motor Oil, he strove to please by submitting for their choice two alternative designs, placed on opposite sides of the same can. Turn about, turn about, the board considering the designs couldn't make up its col-

lective mind which was the better of the two. So the problem was put up to a group of fifteen men and another of fifteen women among the employees of the Atlantic Refining Company. The masculine vote, without a single dissenter, was all for—which one? The femmes, without exception, chose the other. To check on the apparent phenomenon, they tried the experiment on masculine and feminine groups in the American Stores Company. Again the votes showed a distinct cleavage of taste. So there was no problem of choice at all—the can went into production as submitted by the artist. What with women buying a healthy share of the motor oil these days, their taste is very much to be considered. Stand this can one side out on the shelf, and the men will take notice; stand it other side facing, and the women will bite. Check your guess at bottom of page 44.

Can You Guess

Which of These
Oil Cans Sold
the Ladies?

—and Which the Men?

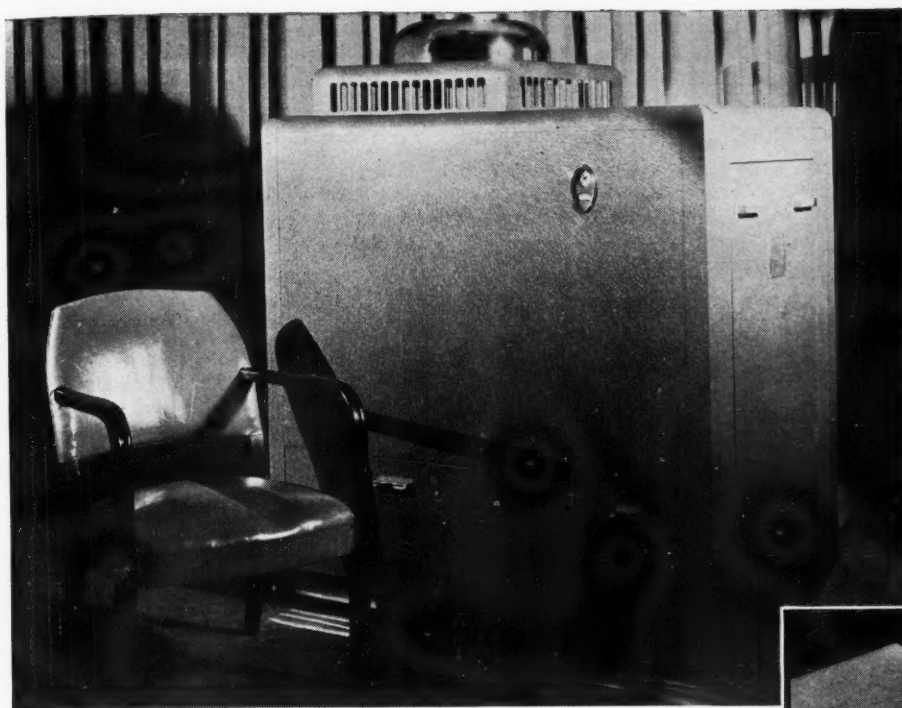
In preliminary tests all the men voted for one of these designs, and all the women for the other. So Acme adopted both.

(See page 44 for the answer.)



Profits in Prettiness

THE first "pretty" thing which the Stanley Works has ever introduced turns out to be the most active item in its tremendous line of hardware and industrial specialties. Though one can buy a wooden rule for as little as ten cents, this professional-looking little device, that satisfies the age-old pride of a workman in his tools, is inducing thousands to part with a dollar and fifty cents. The fact that Stanley's original ambitious sales quotas on this item have proved to be a third too low shows that it is possible even in a depression to pick a specialty out of a line, and by good design, good selling and good promotion, make it a leader. Blessed with service advan-



margin of profit to cover the cost of promoting a national campaign. The application of sound merchandising sense solved the problem. The twelve fluid ounces of Aspiral per bottle were cut down to six, the price of one dollar was maintained, and the differential in production costs was put into packaging and advertising. Clarence Cole designed the bottle, carton, inserts, layouts for advertisements in medical journals, and letterheads for a direct-mail campaign. It's eight months since the plan got under way, and now Aspiral may be found widely distributed in drug stores in every state east of the Mississippi, and is steadily creeping westward.

Bronx to Butte

tages over the wooden rule (it can measure bends, curves, circumferences, etc.), the Stanley Pull-Push Flexible Rigid Rule would probably have made a name for itself in the hardware trade even if they hadn't taken the trouble to make it a good-looking device. But its attractive appearance is perhaps wholly responsible for the entree of Stanley into such unaccustomed trade channels as gift shops, haberdashers, stationery stores, cigar stores, etc., after years of almost exclusive distribution through the hardware trade. As a matter of fact, it was a haberdasher who suggested packaging the rule as you would any men's accessory, and merchandising it as a gift item. The case is two inches in diameter, finished in satin chromium, with a circle of black lacquer and decorative squares of red lacquer.

LESS than a year ago a druggist in the Bronx, who had developed the formula for Aspiral and was distributing it locally in his borough, looked longingly at a map of these whole United States, and wished he had the wherewithal to accomplish national distribution. But the ingredients in his formula were expensive, and his price of one dollar for a twelve-ounce bottle of the preparation left not enough



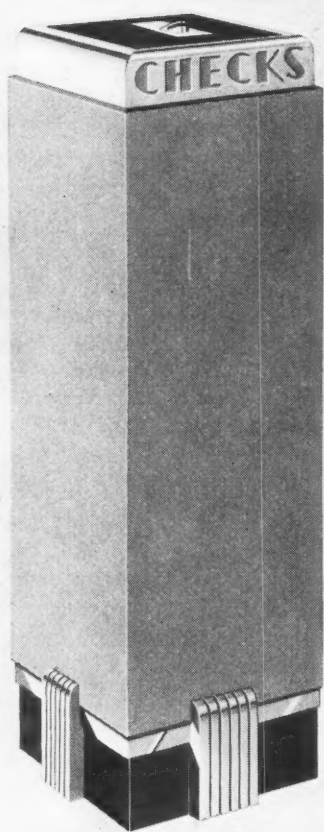
Boilers Go in for Beauty

IF the ordinary cellar variety of gas boiler can be made to look like this one, designed by Walter Dorwin Teague for the National Radiator Corporation, why do manufacturers go on building sales resistance into products by their sheer ugliness? Many a manufacturer who would be horrified at the suggestion of living in a house with open plumbing, expects the public to take his pipe-and-valve-draped equipment—and like it. The National Radio Corporation think it's expecting too much—and in marketing this French grey lacquer and chrome plate boiler are launching an experiment in the salability of utility plus beauty.



No Price-Cutters Favored

PRICE-CUTTERS can't have it. Tired of having their Listerine booted about by the price pirates of the drug industry, the Lambert Pharmacal Company have hit upon the fillable bottle combination deal as a reward to those who maintain prices. With each \$1 bottle of Listerine goes this empty fillable, the combination to be sold for not less than 98 cents. The device turns two tricks—it's an incentive to druggists to stick to Lambert's price policy, and it automatically solves Lambert's growing packaging problem. The handsome fillable container satisfies the demands of consumers who want their bottle to be a credit to bathroom and boudoir,



Gay, smart and decorative, this cabinet costs no more than its drab ancestor below.



and at the same time conserves the accumulated advertising and good will value of the established commercial Listerine bottle. A happy compromise that neither sacrifices good will nor ignores packaging trends. The container was designed by Ben Nash for the Lambert Pharmacal Company. It was made by the Owens-Illinois Glass Company, of "white jade" glass, and has a screw cap of Bakelite.

Mission Goes Modern

THERE'S no sales story yet on the check dispenser designed for the General Register Corporation by Walter Dorwin Teague, for it's just gone into production. But we'll wager it will be a wow, if, as and when the General Register Corporation can be cajoled into telling. From the production standpoint alone, however, it looks like a remarkable achievement. The new cabinet, finished in French grey, black enamel, chrome plate with lettering in vermilion, costs no more to manufacture than the shamefaced imitation mahogany object which was its predecessor. The check register is designed for use in cafeterias, establishments to which the modern mode in interiors is especially well suited.

Ensembles in Inks

WHEN the Carter Ink Company came out with some startlingly beautiful colors in iron-gall inks, its advertising agency, the J. Walter Thompson Company, matched the achievement by designing a fitting setting for the new products. Each of these little gems of bottles nested in a luxurious silver case contains a different-colored ink. A lapidary named the colors: Russet Coral, Chinese Jade, Regal Amethyst, Swiss Lapis, and the jewel motif was carried out by having the labels simulate cut stones. Department store executives thought

the product was right, the package was right, the price was right—in a word, that it would sell. It did—in numbers greater than Carter's, Thompson's or the merchants had bargained for. Now the problem is to control its sale as novelty merchandise, and to build it gradually into a sustained, staple item. Thus the advertising copy is designed to educate the consumer on the essential good taste of having ink colors complement or contrast with tinted papers, and the sales force emphasize the good taste appeal, rather than the novelty appeal. A steadily increasing volume of repeat sales has proved the soundness of the policy.

Motorcycles with Radios Introduced by Indian

Indian Motorcycle Company, Springfield, Massachusetts, announces models available with radio sets. Police departments of Louisville, Salt Lake City, Wichita and Cedar Rapids already have put them into service. A Bosch 7-tube superheterodyne set is used.

The loud speaker is located on top of the fuel tank directly in front of the officer and the controls are directly beside it on the right. The set itself is mounted on a firm bracket behind the driver's seat over the rear wheel. The box containing the set constitutes the aerial and the entire frame of the motorcycle is used as a ground.

Nash Out of the Red

"Alert merchandising, active advertising and unusually low-cost operations," were cited by the *Wall Street Journal* recently as the factors responsible for the ability of Nash Motors Company, Kenosha, Wisconsin, to continue on a profitable basis in the first six months of its fiscal year. Nash earnings in 1931 were the largest of any automobile company, except General Motors.



Jewel-like bottles in an unusually attractive box are an important part of Carter's new plan for merchandising inks

MORE PEOPLE *MEAN* MORE SALES

IF you have been looking at business through the wrong end of the telescope, take a tour of inspection through the advertising pages of The American Weekly.

It may open your eyes to learn how many important advertisers are selling merchandise through the medium of this Mighty Magazine, *even in times like these.*

A few very rich people and a reasonable number of millionaires are still left in the country.

Sell *them* if you can. But their buying power is insignificant compared to that of the millions of solvent families who constitute the volume market for automobiles, clothes, food and the other necessities and luxuries of life.

Today as always, the volume manufacturer's market *is the people.*

The advertiser who wants volume must reach buyers in tremendous volume.

The American Weekly reaches five and one-half million homes—nearly twice as many homes as are reached by any other magazine.

With commodity prices low and profits thinner, the manufacturer who wants black figures on his ledger must reach buyers at the lowest cost per buyer.

The American Weekly will carry your advertising in color pages into its millions of homes at a cost to you of less than $\frac{1}{3}$ cent per family.

To sell goods today, the manufacturer must place his advertising where there are dollars with which to buy.

The American Weekly concentrates and dominates in the richest buying areas of the nation—in the great metropolitan centers as well as in the smaller cities and towns.

There are other important plus factors, too.

The American Weekly advertiser enjoys the added attention value of the most interesting magazine on earth. What better proof can you have of the reader interest of this publication than its circulation—twice that of any other publication!

Merchants are conscious of this tremendous circulation and are quick to stock and display merchandise advertised within its pages.

The American Weekly page is more than double the size of any other magazine page. A double spread is a colossus of display. It costs \$32,000 and is the biggest color advertising unit purchasable in any national publication.

Here is a chance to dramatize the selling story offered by no other medium.

Where this Magazine goes

The American Weekly is the largest magazine in the world. It is distributed through 17 great Sunday Newspapers. In 558 of America's 995 towns and cities of 10,000 population and over, The American Weekly concentrates 70% of its circulation.

In each of 136 cities, it reaches one out of every two families

In 105 more cities, 40 to 50% of the families

In an additional 153 cities, 30 to 40%

In another 164 cities, 20 to 30%

... and, in addition, more than 1,750,000 families in thousands of other communities, large and small, regularly buy and read The American Weekly.

Where can you spend your advertising dollar more effectively?



Cock-A-Doodle-Do

The month of June, 1932, is the largest June in volume of advertising lineage and revenue in the history of The American Weekly.

THE AMERICAN *Greatest Circulation in the World* WEEKLY

"The National Magazine with Local Influence"

Main Office: 959 Eighth Avenue, New York City

Branch Offices: PALMOLIVE BLDG., CHICAGO . . . 5 WINTHROP SQUARE, BOSTON . . . 753 BONNIE BRAE, LOS ANGELES . . . 222 MONADNOCK BLDG., SAN FRANCISCO
11-250 GENERAL MOTORS BLDG., DETROIT . . . 1138 HANNA BLDG., CLEVELAND . . . 101 MARIETTA ST., ATLANTA . . . INTERNATIONAL BLDG., ST. LOUIS

Sunrise Starts; 50-Call Days; Quota-Buster Hart Pushes on

The sun rises early on Long Island—and so does Alfred L. Hart. Often Mr. Hart starts at six a. m. to drive a hundred miles or so to address a sales meeting at eight. Mr. Hart's salesmen rise early too. It takes an early start,



Alfred L. Hart

as well as some steady pushing, to make 50 canvass calls a day, and to see two or three users besides.

Plenty of hard work is one reason why Mr. Hart of Patchogue has become the largest electric refrigerator dealer in the world. But organization and incentive also play their part.

Formerly a sales agent for National Cash Register Company, Mr. Hart decided, early in 1927, to become a dealer for the then-new General Electric refrigerator. He obtained the franchise for Suffolk County, in the center of Long Island. He enrolled a few salesmen and Ralph J. Mowry. Mr. Mowry, who had been with him in the cash register business, became general manager.

From a little office on Main Street in Patchogue (pop. 6,860), with a handful of employes, the organization has grown to more than 30 salesmen, a score of office employes, 40 associate display outlets and 17 sub-dealers. His scope has widened to include all of Long Island except that in New York City.

Last year his business totaled more than \$1,000,000. His quota then was 2,500 machines. The organization actually sold 3,171. This year his quota is 2,800. In the first five months of the year the organization achieved half of it.

He has paid out to his salesmen thousands of dollars in cash bonuses—is constantly posting cash prizes for attainment of sales quotas. Mr. Hart and Mr. Mowry pick good salesmen—men who have been used to making good salaries—at the start, and provide them with adequate financial incentive, backed by organization, advertising and stimulating personal contact.

They also contact with a woman, Miss Albina Zavis, who now ranks second highest on the force in point of volume.

Mr. Hart has not had much trouble with turnover of salesmen. Every member of the organization, save one or two, has been with him from one to five years. He has not reduced salaries—in fact, last year increased both wages and salesmen's commissions.

Every salesman is called upon to make 50 canvass calls each day (the GE Refrigeration headquarters recommends 25), and to make out a report of each day's work. These reports are analyzed every day by Mr. Hart.

During June sales meetings were held three mornings a week. To them Mr. Hart and Mr. Mowry bring not only leadership but information. Some of the material distributed are reprints of one-page stimulating stories appearing in SALES MANAGEMENT.

Since January 1 more than 300 stores in Northern and Central California have been remodeled along I. G. A. lines. Most of them are complete food stores—carrying dry groceries, meats, fruits and vegetables.

The alliance, headed by J. Frank Grimes of Chicago, now comprises 11,000 stores in 41 states.

Directs Lighting Sales

A. F. Dickerson, engineer of the Illuminating Engineering Laboratory of General Electric Company, has been named manager of lighting sales. He will also be head of the laboratory.

International Silver Increases Its Prices to "Living" Level

Because "we believe in the economic unsoundness of continuing to produce goods at prices which do not allow us a living profit," International Silver Company of Meriden, Connecticut, largest silverware company, has decided to increase the prices of its 1847 Rogers Bros., Holmes & Edwards and Wm. Rogers & Son lines, representing 75 per cent of its total business, from 10 to 18 per cent on July 1.

"We believe that the buying public, gorged on lower prices and blunder merchandise, is now at a point where it will respond to higher prices as recognized as being fair," A. L. Zeitung, director of sales, informed SALES MANAGEMENT.

"We also believe that commodity prices in general have reached a level where they must either go up or where they must carry manufactured products below the point where their production is worth the effort," Mr. Zeitung added.

"Regardless of whether or not any appreciable increase in buying immediately is noticeable—though we believe it will be—we consider the present the proper time to set a higher price for the latter months of this year. In this time we think that prices in general will tend to become stabilized."

International Silver, he explained, is the first concern in its industry to adopt a "living price" policy. The trade is enthusiastic about it.

A. & P. Sells Groceries in Ward St. Paul Store

The Great Atlantic & Pacific Tea Company has just opened its largest and most elaborate store in 15,000 square feet of space of the department store unit of Montgomery Ward & Company, midway between Minneapolis and St. Paul.

The success of the Hillman store as the grocery department of the Sears, Roebuck store on State Street, Chicago, is said to have been a factor in starting the Ward-A. & P. experiment. Grocery departments in several Sears, Roebuck stores were taken over last year by Kroger Grocery & Baking Company, for a number of years second to A. & P. among grocery chains.

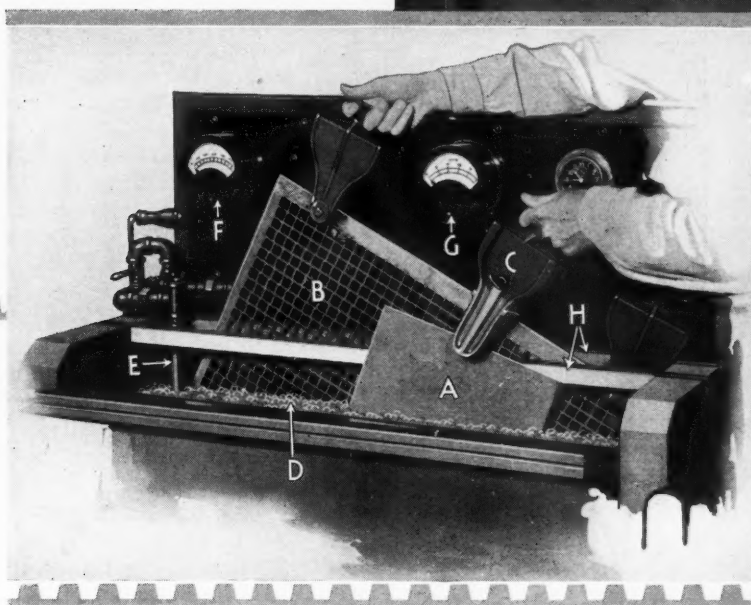
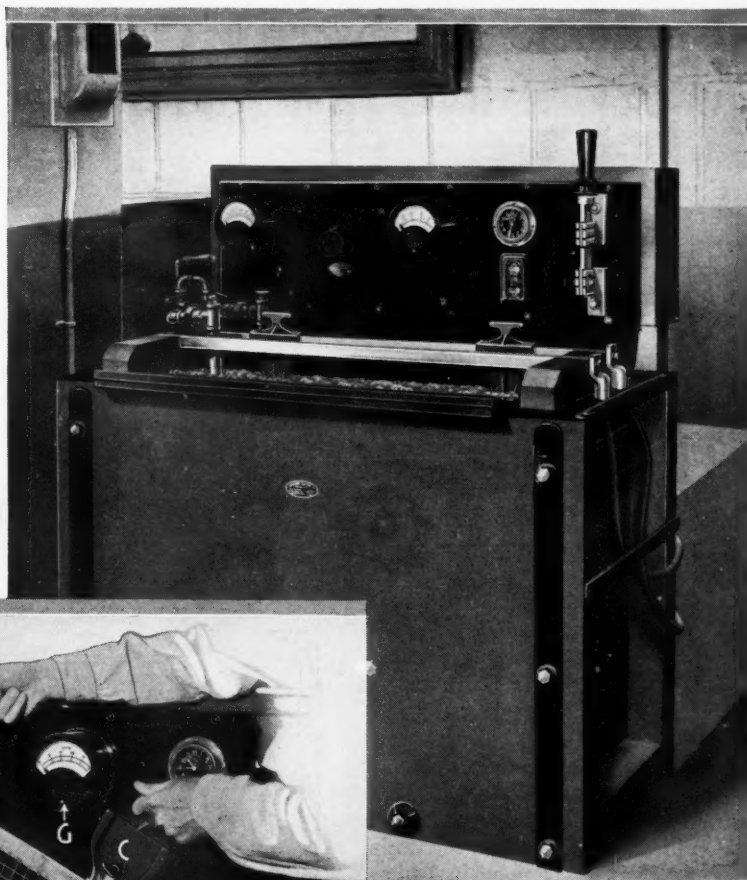
Sales and advertising headquarters of Munsingwear Corporation have been moved from Chicago to Minneapolis, where general offices and manufacturing headquarters are located.

I. G. A. Adds 1,000 California Stores

More than 1,000 independent food merchants in California have joined the Independent Grocers' Alliance of America since organization work began there on the first of the year—400, in Los Angeles and vicinity, joining in the first ten days of June.

The I. G. A. is being sponsored in California by Haas Brothers, supply depot at San Francisco, with branches in Fresno and Oakland, and M. A. Newmark Company of Los Angeles, with branch in San Diego.

ETCHING PRINTING- PLATES WITHOUT ACID



Above—The Johnstone Electric (non-acid) Etching Machine as installed in the "Sterling" plant.

Left—Detail of operating parts. "A", Halftone plate attached to bolder "C" faces grid "B". In operation plate and grid are immersed in bath "D" composed of sal-ammoniac and salt, by clipping plate-bolder and grid bolders to bars "H" to which the electric current is applied. During etching the bath is agitated through pipes leading from air feed "E". "F", ampere-meter. "G", voltmeter which controls the speed of etching. In principle, the particles of copper are electrically attracted from the plate to the grid instead of being eaten away by acid as in the common method of etching. Features of this process are depth and cleanliness of etching and the pyramid shape of the dot so necessary to the making of good mats and moulds.

The Progressive Policies which characterize the Sterling Engraving Company have added this latest approved electrical etching device to its fleet of four color automatic proofing presses as well as other most modern equipment perfecting an efficient and balanced production in all departments.

We offer a dependable Service to meet the requirements of the most exacting buyers of Photo-Engravings.

STERLING ENGRAVING COMPANY, NEW YORK

Photo-Engraving in Color Process, Black and White, Ben Day, Line

304 EAST FORTY-FIFTH STREET . . . TELEPHONES MUrray Hill 4-0715 to 0726

Automatic Analyzer Merchandises Quality of Sylvania Radio Tubes

Every month since last September the Hygrade Sylvania Corporation of Emporium, Pennsylvania, has made an increase of 90 to 97 per cent in the sale of its radio tubes over the corresponding month of a year ago.

The company has enlarged its sales force, Paul G. Ellison, advertising manager, reported to this magazine. It has increased its advertising—and it has developed means automatically of proving the quality of its tubes.

A display analyzer, a smaller counter analyzer and a portable tube-testing outfit for carrying into the home when the trouble-shooter gets a call, "give a professional touch to the picture," Mr. Ellison said.

He showed how the tests are made. A tube in position, the current is turned on. "If the needle points to red the tube is defective," he went on. "If it points to pink, the tube is doubtful; if to green, satisfactory. You can make and read your own test."

"We sell these analyzers to the dealer. The cost is charged against him. But he does not have to pay for them directly. We give the buyer of an instrument an added percentage off on his tube costs, and we find that 90 per cent of the buyers pay for their instruments out of these commissions. Because they can do that they naturally push Sylvania tubes."

"When a dealer buys one of our analyzers we are ready to supply him with a complete merchandising service. We make a charge for that too—but we have a similar rebating system which increases his urge to use it."

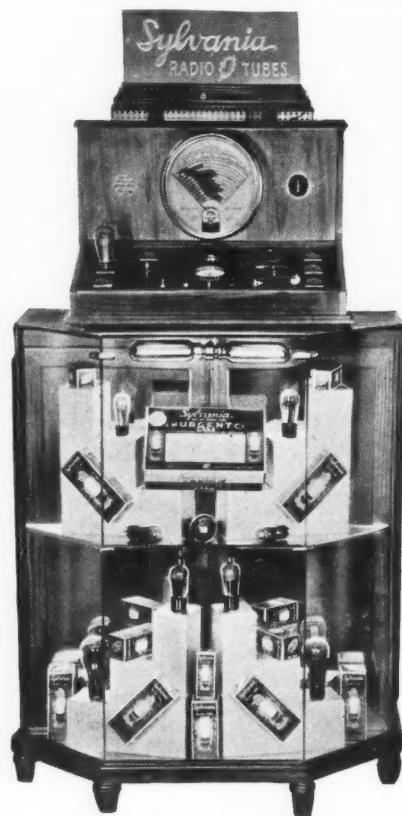
"We supply him with a set of six consumer mailing cards in color. One of them, with a selling talk for the tube-analyzer, carries this message: 'It may not be static—it's probably a weak tube.' Others are, 'Bring your radio tubes to our store for free test,' and 'Radio tubes determine the quality of your radio.'"

"We supply form letters, ready to be mailed."

Mr. Ellison showed samples of these letters. The following is from one of them: "To enable you to know at a glance just what the condition of your radio tubes may be, we have installed a scientifically accurate instrument which literally 'X-rays' your tube. . . . There is absolutely no obligation or charge for this service, so why not bring your tubes to our store today?"

Mr. Ellison showed other helps—newspaper mats to be supplied to the dealer; tube stickers for labeling tubes

satisfactory or poor after the tests; envelope stuffers for direct mail; prospect cards for listing potential business; window streamer in colors; a broadside in colors for direct mailing; a radio log for enticing prospec-



"Test Your Own Tubes"

tive customers into the store, given free; an order form to make buying easy if you want these selling helps.

He showed a cardboard tube container which is given to the prospect so that he can bring his tubes to the store safely and with the least possible annoyance for testing.

Crosley Radio Offers \$89.50 Refrigerator

Electric refrigerator prices which have been hovering around their \$99.50 bottom for the last few months (with those of the larger manufacturers still selling for an average of about twice as much) started off again last month when Crosley Radio Corporation of Cincinnati introduced a three-and-a-half cubic foot model to sell for \$89.50, f. o. b. factories. Other models range up to \$139.50.

Powel Crosley, Jr., thinks he is now "within reach of the most modest family budget."

Timken Enlists Owners in Campaign to Create "Million Work Hours"

"Will you help provide one million work hours for American Labor?" the Timken Silent Automatic Company, Detroit, asks 75,000 owners of its oil burners.

And then, to show that the owners need not be wholly philanthropic, Timken adds: "We will reward you by offering \$10,000 in cash prizes, plus substantial cash awards."

The \$10,000 is divided into 190 prizes—the first of \$2,000—for owners who submit, between June 1 and July 31, the names of the most prospects whom the company sells and for whom burners are installed before November 15. In addition, for each prospect submitted by an owner before July 31 for whom installation is made before November 15 the company pays \$10.

Timken counts only those prospects, not already in its files, who have steady employment or income, own a home, do not now have a "modern oil burner," and live in the owner's city or community.

The owner must discuss Timken Silent Automatic oil burners with the prospect before he turns in his name, but the company does the selling. In case of a tie in number of installations made, prizes will be determined by dollar volume. If there be a tie in both number of installations and dollar volume (a remote possibility) prizes of equal value will be awarded. If the same name is turned in by two owners, the first owner to report him will get credit if the sale is made.

At time of installation the new owner pays only \$25—the balance over two years.

In a booklet, Timken Silent Automatic gives detailed information as to "what is a prospect," and "how to get them," with a description of the features of its products.

The third and fourth covers of the booklet consist of five self-addressed and stamped post cards, with space for the names and addresses of three prospects, and of the owner, on each. Other cards are available as needed.

Heads Management Group

John G. Goetz, for twelve years assistant to the president of the National Industrial Conference Board, has become managing director of the American Management Association, New York, to succeed W. J. Donald. Dr. Donald is now a partner of James O. McKinsey & Company, management engineers and accountants of New York and Chicago. He continues as AMA vice-president, in charge of conferences and programs.

Succor for Publishers: Remington Asks 'Em to Sell Typewriters

Remington Rand, Inc., Buffalo, is so convinced of the sales ability of newspaper publishers that it is offering to appoint them as dealers for its new Remie Scout typewriter.

The Remie Scout, designed originally for the student market, is now being promoted to meet "mass needs," explained M. S. Stevenson of the company's Retail Merchants Department.

Portable in size, with standard four-row keyboard, and in colors, it sells at retail, delivered, at \$29.75. The price to dealers is \$21.

The publisher of a Michigan weekly got the idea that the typewriter would help compensate him for reduced advertising revenues. He was given a dealership for Remie Scout in his locality.

Mr. Stevenson is now passing along the idea to other publishers—emphasizing the profit margin and the fact that it is "a real typewriter, adaptable to home, school and office use."

He suggests that publishers "advertise this machine in your own paper, with mats or electros which we supply without charge."

Advertising Can't Do It Alone, Says Brophy

A keynote speaker at the AFA convention in New York said that "advertising will lead us out of the depression."

The next day, before the Magazine Club, there, Thomas D'A. Brophy, vice-president of Kenyon & Eckhardt, Inc., advertising agency, and former vice-president in charge of sales of Anaconda Copper Company, took issue with him.

"Advertising is a vital force in business," said Mr. Brophy, "but such broad generalizations cannot but extend the ballyhoo reputation which advertising and advertising men generally have acquired for themselves.

"What we need today is to prove that advertising recognizes the changes in the business situation and that representative advertising men are at work altering advertising methods to meet them. National advertisers know, as well as we do, that advertising pressure alone will not restore prosperity. To advocate indiscriminate advertising as a 'cure' is an economic crime."

John N. Willys, Business Rescuer, Starts His Biggest Rescue Job

Toledo gave John North Willys a large civic dinner the other night when he returned to resume active work as chairman of the board of Willys-Overland Company—a position he relinquished a couple of years ago to become Ambassador to Poland.

For a quarter of a century Mr. Willys has been engaged in rescuing companies. He faces his biggest rescue job now. Willys-Overland, now fifth in rank among the motor car companies (surpassed by General Motors, Ford, Chrysler and Studebaker), has not kept pace with the others. It is not making money—has not even paid dividends recently on the preferred, which Mr. Willys controls. So he felt there was more important work for him to do in Toledo than in Warsaw.

He is not quite sure yet what that work will be—except that it will involve some pretty intensive sales efforts. The company, which discontinued its four in 1930, now makes only sixes and eights. It tried to establish a bottom retail price of \$425 last winter, but found sufficient volume to maintain it lacking.

Within a week after Mr. Willys returned, Willys-Overland announced a new streamlined series—the sixes ranging from \$535 to \$770 and the eights from \$955 to \$1,155.

Mr. Willys hopes to get more foreign business, but will rely chiefly on the domestic. A sales executive of long experience, he understands the value of personal contact with his outlets and market. He plans to meet distributors and dealers and get a first-hand picture of conditions throughout the country. They say he has a way of making dealers "do anything" for him.

Incidentally, he thinks that the five-day week and repeal of prohibition would help business.

Fifty-eight years old, Mr. Willys has been selling and organizing for forty-five years. He was born at Canandaigua, New York. At 15 he bought and built up a laundry which he sold at a profit at the end of the first year. Then he opened a bicycle agency at Elmira which he operated until 1896. He became a traveling salesman for a sporting goods store, opening up sub-agencies for bicycles.

From bicycles, it was not a far cry to motor cars, as they were built and sold at the beginning of the century. At 27 Mr. Willys was Elmira agent for Pierce-Motorettes, and later for the



Photo by Underwood and Underwood

He Comes Back Smiling

Rambler, too. He established the American Motor Sales Company, and soon arranged to handle the entire output for the American and later for the Overland.

During the panic of 1907 the Overland Company of Indianapolis went close to receivership. Willys refinanced the company (he was then about 35), purchased the Pope Toledo plant and named the company Willys-Overland. By 1910 the company was completely reorganized with himself as president, general manager and treasurer.

With the war, he turned his plants over to the government for the manufacture of shells and gun carriages; but the war boom gave him control of Curtiss Aeroplane & Motor and of Moline Plow, and he became a leading factor in Fisk Rubber and Electric Auto-Lite. The Willys Corporation, which he organized as a holding company to take care of these other activities, could not stand post-war deflation and its holdings were liquidated in receivership. Willys had trouble enough with the Willys-Overland alone. By 1921 his bank loans had mounted to \$18,000,000. But he hung on, and until Chrysler's spectacular rise his company ranked almost with Ford and General Motors as the leading factor of the industry.

Mr. Willys has interests in various companies, from railroads to varnish and furniture. Some of them, like Fisk Rubber and Wabash Railroad, are not doing so well either. But John Willys thinks he knows how to come back. Salesmen learn early how to ride the punches.

Giannini, of California, Starts to Lead Nation Back to Good Times

While San Francisco's fire was still smoldering, in April, 1906, Amadeo P. Giannini, who had founded the Bank of Italy two years before, improvised a banking establishment on the broad Embarcadero and proceeded to loan money, which was badly needed then to sustain the lives of many thousands of homeless and almost bankrupt people.

Already entrenched among the Italo-Americans of the city, the move extended the young banker's influence among others, and became the basis for the largest branch banking system and the little Embarcadero "shop" the nucleus of one of the four largest banks in the country.

A quarter century later, as head of the Transamerica Corporation, Mr. Giannini was preparing to establish (the Federal Government willing) a nation-wide branch banking system.

He had expanded too rapidly, however, and last fall the Lee, Higginson interests (American bankers, by the way, for the late Ivar Kreuger) threw him out of control. Then, in a proxy contest, last February, A. P. Giannini came back. The properties were devaluated. The forces were reorganized, and Giannini again cleared the decks for action.

Returning to the Bank of America National Trust & Savings Association, at San Francisco, largest Transamerica subsidiary, he told the executives that he wanted them to start something "big" on behalf of California and the nation. (Incidentally, it would help to overcome friction between Northern and Southern California.) "We'll call it a 'Back to Good Times' movement," he said.

And Californians now sit down weekly to hear civic and industrial leaders—Governor Rolph of California, President Harriman of the United States Chamber of Commerce and others—discourse on the fundamental soundness provided by less hoarding and by more faith and more buying.

"Back to Good Times" is being emphasized in weekly advertisements in 321 California newspapers, in lobby and store displays, posters and direct mail. A window card illustrated with Uncle Sam and a California miner and bearing the Bank of America's slogan "California Can Lead the Nation to Sound Prosperity," appears in 11,268 California stores. A thousand outdoor posters; 3,000 car cards are being used.

The bank reports "numerous instances" of people bringing in for de-



Photo by Underwood & Underwood, N. Y.

Amadeo P. Giannini

posit sums ranging from \$1,000 to \$20,000 in currency. Other banks and many stores and industrial establishments are said to be profiting by A. P. Giannini's comeback, too.

Modine Beats the Sun in Introducing New Low-Priced Cooler

G. M. Jackson happens to bear the title of purchasing agent, but his talents as an aviator are being employed by the sales department of Modine Manufacturing Company, Racine, Wisconsin, in introducing its new Ice-Fan room cooler. Costing no more than a good electric fan, Modine says the cooler is the "answer to the ice companies' prayer."

Mr. Jackson's job is to make hay before the sun shines in cities south of the Mason-Dixon line where the sun is known to shine diligently. He pilots his own Waco plane, meets ice-men, newsmen and civic officials wherever he stops, between Atlanta, Fort Worth and Columbus; lifts the Ice-Fan from the plane, charges it with ice at the flying field office, and proceeds to cool the crowds.

Ice companies will handle the Ice-Fan under the auspices of Modine factory representatives. In hot weather it will lower the temperature of delivered air 25 degrees—melting about 20 pounds of ice an hour in the process. It is finished in walnut grain, hospital white or prime coat.

Modine also makes automotive radiators, railway car conditioners, etc.

Gillette Confesses Sins to 14,264,805 Readers in National Campaign

Penitent, and pleased, Gillette Safety Razor Company of Boston has extended its "frank confession" copy (to the effect that some of its new blades were "not as good as you had a right to expect") to 600 newspapers in 550 cities and towns throughout the country. The combined circulation is 14,264,805.

Having "discovered and purchased for our exclusive use and at the cost of millions of dollars a manufacturing process that was amazingly superior to our own," Gillette proceeded last winter to mend its ways and blades, and then to confess its sins in selected markets. The copy started in a group of smaller towns of about the same population, number of dealers and newspaper circulation. Hundreds of calls were made on dealers in these places; hundreds of interviews held with consumers; many types of copy tried on behalf of the new razor and blades. Penitence proved most blessed of all the copy appeals.

So Gillette went dolorously into Cleveland; then to other metropolitan centers. Results there were carefully studied. Finally, an even more exhaustive and conclusive test of the powers of penitence was made in Connecticut. When the Connecticutians forgave them, Gillette was ready to proceed nationally.

The first step was to confess to every dealer through a scarlet broadside. "What happened to quality when the new Gillette razor and blade were first introduced?" But the company does not dwell too long on the answer. The copy in broadside and newspapers is, on the whole, content to let bygones be bygones. The copy mentions that the Blue Super-Blade is "positively the sharpest blade we have ever manufactured."

Blue blades were shipped four months ahead of the national campaign. Orders may be filled at once.

Dealer helps have been provided in large variety: window and counter displays and newspaper mats for dealers.

More Goodrich Promotion

B. F. Goodrich Company, Akron rubber manufacturer, which doubled its tire advertising in newspapers early in 1932, has just announced a further increase, with more markets being covered. In the first two months of 1932 Goodrich increased its sale of first-line tires 25.9 per cent over the same period of 1931.



344 pages, size 6 x 9, 32 plates, cloth

by ROY W. JOHNSON
and RUSSELL W. LYNCH

Both authors have a rich background of experience. Mr. Johnson, for many years on the editorial staff of "Printers' Ink," later eastern editor of "Sales Management," is a well-known writer on sales and advertising subjects. Mr. Lynch for eighteen years was a member of the N. C. R. sales organization with the opportunity of putting into operation the Patterson sales strategy.

Sales? Advertising? Sales Promotion? Direct Mail? Here are practical pointers, helpful hints, from a master of them all.

- where Patterson got his sales ideas
- five rules for beating a depression
- how to dramatize selling points
- making sales conventions pay
- Patterson's first test for sales executives
- using direct mail to sell
- how to build a sales manual that gets results
- making a house organ pay sales dividends
- why Patterson gave guaranteed exclusive territories
- where he got his best salesmen
- how he helped his salesmen to close
- why Patterson did more advertising in bad times
- how to manage and control commission salesmen
- the when and how of sales contests
- what makes advertising copy effective
- how to use users to build sales
- the four steps to straight thinking
- why Patterson urged the standardized presentation
- basing sales quotas on facts instead of hopes
- Patterson's "Don'ts" for salesmen
- training salesmen to sell "something nobody wants"
- the value of discipline in the sales force
- how to get the prospect to "see" an intangible
- "constructive sales promotion"
- why Patterson visited fifty cities in fifty-one days
- winning and holding customers' good will
- developing a sales canvass that beat a panic

The Plans and Methods That Broke Sales Records in Panic Years for America's Great Sales Genius

IN COMPREHENSIVE detail, this book clearly outlines the principles and practice of constructive sales promotion that John H. Patterson developed and applied with such phenomenal success in building the business of the National Cash Register Company—through booms and depressions.

Now Off the Press

The Sales Strategy of JOHN H. PATTERSON

Founder of the National Cash Register Company

JOHN H. PATTERSON'S flair for the dramatic, his instinctive showmanship, his contempt for the conventional business methods of his day, have frequently been told. But this is the first book to go behind the spectacular appearances of his sales policies and methods to bring out plainly their fundamental soundness and effectiveness. It is the first to cut away the fiction and expose the vital facts of Patterson's uncanny ability to analyze the selling problem, and the selling process to solve it.

Points Way to Break Backbone of Depression in Your Own Business

SALES executives baffled by present-day selling conditions will find of unusually timely interest and value the sales policies and selling practices of this master sales strategist here so plainly, helpfully outlined. For this book brings out clearly just what Patterson did, and how and why, to break sales records in two of the blackest business depressions this country has ever known. The sales policies he formulated, the selling strategy he worked out, to establish new and higher sales peaks in 1893, in 1907, and again in 1921, will give you many new "slants" on your own selling problems under present business conditions. And they may well point the way to practical solutions of sales difficulties you face right now, and help you break the backbone of depression in your own company.

Selling Strategy, Sales Principles You Can Apply, Adapt—Today

MOREOVER, this book makes known not only the sales plans and methods Patterson used in stormy weather but also exactly what he did to keep sales mounting steadily day after day, year in and year out.

There are "liftable" ideas, usable plans and methods for building sales on nearly every page. For example, it may be a different side light on linking up your sales and advertising activities based on Patterson's experience.

Perhaps a fresh viewpoint on your method of working with salesmen. A more direct attack on the market for your product or service. A new way to crack sales resistance and handle objections. Some overlooked sales possibilities. Or a novel plan for presenting or dramatizing what you have to sell. An original copy angle for advertising and direct mail. Pointed incidents and "punchy" messages to pass along to your salesmen. A sharp selling "twist" for your house organ or promotional material.

Frankly, whatever your position or business, this book lays bare a wealth of actual selling strategy and sales principles that you can readily apply or adapt in your own business today.

Written with the Collaboration of Patterson's Actual Associates

THIS book is authoritative. In its preparation the authors have enjoyed the collaboration and assistance of many of Patterson's closest and most able associates. Thomas J. Watson, president, International Business Machines Corporation, Alvan Macauley, president, Packard Motor Car Company, Colonel E. A. Deeds, chairman, National Cash Register Company, J. E. Rogers, president, Addressograph-Multigraph Company, Frederick B. Patterson, president, National Cash Register Company, R. H. Grant, vice president, General Motors Corporation—are a few who may be named.

Price—\$3.50 on Approval

Published by

THE DARTNELL CORPORATION

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CHICAGO, ILLINOIS

C o m m e n t

INSTALLMENT SELLING: Since 1929 and even before, various authorities have discussed the desirability and practicability of installment selling. Nothing has transpired in the last two years which indicates that installment selling is any less sensible than it was during normal or boom times, because where prices have been sufficient to provide not only for interest but also for profit, the results have compared favorably with cash sales where adequate profit was also included in the sale price. . . . The really important point about installment selling, however, seems to be this: Almost everybody in the United States, rich and poor alike, has had his liquid capital greatly reduced and in a high percentage of cases stripped to the bone. Not only this, but many have had the dollar value of their investments in securities, real estate and other forms of property reduced by an abnormal percentage and to a level where they are not acceptable as collateral on bank or other loans. This highly important trend means that almost everybody is forced today to buy out of current income instead of out of accumulated savings or current borrowings. . . . As far as current income is concerned, nearly everyone in the United States, rich and poor alike, has been forced to accept a very severe curtailment in his dollar income. Hence, with many commitments already made as regards current living and with current income substantially curtailed, a small percentage of the American people are left with a residue of cash from current income which enables them to purchase relatively high-priced items for cash. Grocery supplies, drug sundries and other similar products are not greatly affected by this prevalent condition, but practically everything else has been and is being very much affected by it. High-priced products in almost every line have lost a substantial part of their potential market chiefly on this account, and for many potential buyers installment selling is the only practical answer.

BUSINESS PRINCIPLES: At the meeting of the Advertising Federation held in New York last week certain principles were adopted for the conduct of business. The most important of these are phrased in the following language: "We agree to conduct our business with due recognition that truth, honesty and integrity must be the basis of every sound transaction" and "we desire to remove those practices and competition that are of no benefit to the consumer and that are destructive of the whole mutuality of the interests." It behooves all business men to think long and hard about these comparatively trite expressions and to expend widespread, conscientious effort to see that they are actually and actively lived up to.

MASS HOUSING: It is quite true that there never has been any extensive amount of prosperity in the United States except during those periods when the building and construction industries have transacted sizable volumes of business. At the present time the volume of construction, public and private, totals figures which are anything but encouraging. Mortgage money is scarce, to say the least, and in many sections is not available at all. Governments, including Federal, State, County and municipal, are trying to pare down their expenditures in every possible way in order to balance their cash budgets. Much real estate, including apartments, office buildings and private homes, has been dumped on the market on a liquidation basis. The outlook, therefore, for economic revival on the basis of a construction revival is not very bright unless new factors can be brought into active line. . . . Among the newest possibilities along this line is the type of residence recently developed by General Houses, Inc. This concern, in which such institutions as Pullman, General Electric, Pittsburgh Plate Glass and American Radiator are interested, has developed a new type of low-priced housing to sell at approximately \$3,000 per home. The extent and character of the facilities available in these homes are almost unbelievable; the time needed for construction has been reduced to a period of only four days and the whole plan has been financed on a basis whereby home owners can pay for their homes at a rate of approximately \$30 monthly. . . . If this movement toward individual home building on a mass basis takes hold, it is quite probable that we shall soon witness a substantial rise in the construction volume and a consequent improvement in the economic condition of the entire country. It is also quite probable that this movement will result in the elimination of much of the low-priced housing which exists today and which is only fit for habitation by Mickey Mouses. If the Federal government makes a serious effort to relieve unemployment through public construction of a so-called reproductive character, another needed impetus may be given to increase construction volume. Also, all of the important advances which are being made in aviation sooner or later must contribute to new activities in the building field that will aid construction volume in an important degree. On the whole, the outlook as regards building is now brighter than it has been any time during the past five years, because all of the present developments are tending to serve the mass of the people which, during normal and boom times, the building industry itself failed to serve in any worthwhile manner. At least two-thirds of our population, for more than a decade, have been allowed to wallow in shacks and tenements!

Ray Bill

Winning America to India Tea

(Continued from page 24)

depression in India and elsewhere, it is £44,000. But Mr. Beling is endeavoring to make every pound do more work than before. No one here contributes anything to the campaign. American packers have the right to use the India tea emblem on any blend that contains more than 50 per cent of India tea, and to avail themselves of the analytical, educational and merchandising services of the Bureau.

Mr. Beling, in fact, adopted two identifications: Blends containing 50 per cent or more of India tea carry a map of India on their packages with the signature of the India Tea Bureau. Those consisting wholly of India tea have "India Tea" written across the map.

When Mr. Beling took charge there were only two brands of all-India tea on the American market; today there are 16. Some 150 packers now use enough India in their blends to be permitted to use the emblem, and he is persuading them, on the average, to use a higher percentage of India. In 1928, 50,000,000 packages carried the India emblem; today there are about 200,000,000—about one-third of all tea packages in America as against one-tenth four years ago.

"And by tying in with our own national program," he told SALES MANAGEMENT, "many packers have reported sales increases as high as 40 per cent in one year. One packer whose tea sales were dwindling rapidly, recently changed his blend, added more India, improved his package, and tied in with our emblem and program. His sales have gone up 1,000 per cent.

"At first we used newspapers and magazines, but with a somewhat reduced budget this year (Sterling is off, too) we are concentrating primarily on newspapers. But we have started to use window streamers and various other point-of-sale media—sharing the expense with packers when brands are mentioned in connection with India.

"Our newspaper program is more merchandising than advertising. We employ regularly some 400 newspapers, in connection with cooking schools. The school starts the campaign in a certain city and insertions are run weekly for 20 weeks. In many cities we appear in schools both in the spring and fall—thus spreading the campaign almost throughout the year. There is also an independent year-round schedule in about 50 larger

cities. The only magazine now on our list is the *Christian Herald*, whose energetic demonstrator is making a lot of progress in putting India tea before church cooking schools and social gatherings.

"India tea packers are informed of the cooking school and newspaper schedules. About 25 of them either are advertising in the same newspaper pages in connection with the schools and campaigns or are referring to our program in their own advertising. In each newspaper advertisement we run a list of all India tea brands being sold locally.

"The Bureau entered the cooking school phase of its educational-merchandising program in 1929. Through them we reach verbally some 2,500,000 housewives a year. A school runs for four consecutive days, and some women go twice or oftener in a week. Attendance runs from 200 or 300 up to 2,000 to 3,000.

"Once a year we bring the instructors into Bureau headquarters for tea and pointers. We are seeking continuously to improve our product and its preparation and we want them to keep abreast of whatever progress we are able to make. On the platform they mention the 'right' tea—which, of course, is India—and the right way to make it. The audience is shown even how to boil water properly. Pyrex glass teapots are used. Many members of audiences in green-tea-drinking sections—chiefly the rural localities—are surprised at the ruby color of the beverage. Some insist on going up on the platform after the demonstration to try it. On the first day of a school the housewives are asked to try India tea that night and to report the next day their reactions to it. They are also asked to refer to the Bureau's advertisement appearing that day in the newspaper sponsoring the school. This helps the stores and the newspapers. And many newspapers, in addition to advising stores of products to be promoted in the schools, provide complete lists of all women attending, with the names of the grocers with whom they deal. Then they go to the stores and tell them how many and which of their customers attended.

"There are other phases of the Bureau's educational work which are more completely our own," Mr. Beling pointed out, "and which in their way are quite as important. One of them is the provision of technical coopera-

tion with packers and housewives. We help the packers improve their blends—for wrong blends hurt not only their business but ours. We tell them and the housewives of water conditions which affect the flavor of tea in certain localities. Hard and soft water, alkaline water, must be taken into account in the brewing of a good cup of tea. In some localities we suggest the use of bottled water.

"Then we regard young people as a market of primary importance. High school and college girls of today are the housewives of tomorrow. We want them to learn to make and to like tea. Some people have told me that 'little children should not have tea.' 'All right,' I have replied, 'but bigger children can have it.' We have set out to convert these 'children.' Two or three times each year the Bureau sends to domestic science teachers of 16,000 high schools and colleges samples of India tea in attractive packages (nobody's brand), with facts about the tea itself and its preparation. The tea is served in classrooms and at mothers' meetings. Thus the Bureau gets thousands of demonstrations at no cost other than that of samples and mailings. Also, the domestic science teachers often take their classes to the newspapers' cooking schools. Mothers and daughters, separately and sometimes together, both are subjected to India tea promotion.

"Behind the entire program is the active cooperation of packers, dealers and newspapers. Through the India Tea Associates (the 150 packers who may use the label) we have a 'force' of 6,000 or 7,000 salesmen. We are bringing these men into line. Recently, Reid, Murdoch & Company held a convention for its 200 salesmen in Chicago. I wrote to the company's tea man to ask him to have the men put up streamers in the best stores on their lists. How many would they need? He asked for 2,000—ten for each of the men. Inside of three weeks he wrote for 3,000 more. None of this material was wasted; all of it was requested by the stores and put up by Reid, Murdoch salesmen.

"In the last six months, from various packers, we have had requests for 200,000 streamers.

"Advertising is a great institution," Mr. Beling concluded, as he and the reporter drained their last cups of tea, "but it is not enough by itself. It is a part of merchandising. The manufacturer, the retailer, the medium must be brought definitely and completely into line—all available forces must be harnessed cooperatively to move the goods. Otherwise, advertising is just like baying at the moon."

Company
Address
City & State
Attn. of
Title

Fifty-eight Bright Spot Cities

Business Activity as Measured by Bank Debits

SINCE SALES MANAGEMENT'S publication of bank debit figures as a measure of business activity, in the issue of June 1, we have received many letters from subscribers who express a deep interest in the feature as a long-sought answer to the problem of getting a current picture on where business is holding up best. (For a complete description of the theory back of bank debits as a measure of business activity, and the method used in preparing the information, see page 245 of SALES MANAGEMENT for June 1.)

Not only will it be no surprise to readers to learn that in the country as a whole business fell off sharply in May as compared with April, but it would also probably check with their individual sales records. Bank debits fell to 53.5 per cent of normal in the U. S. A., exclusive of New York City.

SALES MANAGEMENT will appreciate hearing from subscribers who have checked these bank debits figures against their own sales records, but subscribers are cautioned in using the figures to bear in mind that the "percentage of normal" represents the activity in each city as compared to its own normal. In other words, the fact that one city has a percentage of 68 and another city a percentage of 58 does not mean, necessarily, that the first city represents a more responsive and lucrative market than the second—as it is possible that the first city was operating at a relatively low level in the years 1926, '27 and '28 and its current showing is therefore relatively good, while the second city may always have had a higher purchasing power than the first and this condition may be true at this moment, even though its activity in terms of normal

may show up adversely.

Since the figures were published in the June 1 issue, we were able to get substantial confirmation of their accuracy by checking them against the confidential sales records of one of the leading national chain store organizations of the country, and in every city except four the correlation was extremely close.

Bank debits figures similar to those printed herewith are available for 262 cities—a much longer list than SALES MANAGEMENT can undertake to print each month. Readers interested in the complete list on mimeographed sheets are invited to write to the editors for prices and other information.

The sheets would be available approximately ten days prior to publication of the "Bright Spots" list in the magazine.

These Cities Are Above the National Average

Percentage of Normal (1926-28 Average)					Relative Standing U. S. A.=100		
1932—Mar. Apr. May 3 mos. Av.					Mar. Apr. May		
U. S. A. Average (excl. N. Y. City)							
56.2	60.4	53.5	56.5	100	100	100	
Boston F. R. District.....							
54.9	61.1	50.9	55.8	98	99	94	
Hartford	78.0	77.7	71.0	75.6	139	128	131
Lowell	72.0	67.7	62.8	67.5	128	112	118
Lynn	60.9	62.3	59.6	60.9	108	103	111
New Haven	72.9	78.0	68.5	73.1	130	129	128
Portland (Me.)	63.6	67.1	58.1	62.9	113	111	109
Providence	59.4	62.5	56.7	59.5	106	103	106
Springfield	62.4	64.4	60.0	62.3	111	106	112
Worcester	60.0	60.1	62.9	61.0	107	99	118
New York F. R. District (excl. N. Y. C.)							
78.5	68.5	59.4	68.8	139	113	111	
Albany	80.2	82.0	76.2	79.5	143	135	142
Newark	72.1	72.1	68.9	71.0	129	119	129
Rochester	59.0	62.0	54.9	58.6	105	103	103
Syracuse	70.7	69.8	67.1	69.0	126	115	125
Philadelphia F. R. District.....							
54.0	59.5	51.3	54.9	97	98	96	
Allentown	61.5	63.3	57.1	60.6	109	104	107
Camden	62.4	61.4	62.4	62.1	111	102	117
Harrisburg	57.0	60.7	58.0	58.6	101	101	108
Reading	63.4	62.0	55.5	60.3	113	103	104
Scranton	60.7	67.3	63.7	63.9	108	111	119
Trenton	66.5	76.3	68.5	70.4	118	126	128
Wilkes-Barre	55.5	58.8	55.3	56.5	99	97	103
Wilmington	67.8	71.2	65.6	68.2	121	118	123
Cleveland F. R. District.....							
50.5	51.4	50.3	50.7	90	85	94	
Cincinnati	61.5	60.6	61.6	61.2	109	100	115
Columbus	62.4	56.3	61.4	60.0	111	93	115
Erie	64.2	62.6	59.2	61.0	114	103	111
Richmond F. R. District							
64.1	69.9	64.4	66.1	114	116	120	
Baltimore	63.8	72.4	65.9	67.4	113	120	123
Charlotte	61.7	65.9	62.8	63.5	109	109	117
Richmond	77.5	84.0	78.1	79.9	138	137	146
Washington	81.6	86.8	76.4	81.6	145	144	143
Winston-Salem	86.9	60.5	56.8	68.1	155	100	106
Atlanta F. R. District							
52.5	64.3	53.3	56.7	92	106	99	
Atlanta	66.7	73.6	69.4	70.0	119	122	129
U. S. A. Average (excl. N. Y. City)							
56.2	60.4	53.5	56.5	100	100	100	
Knoxville							
65.8	62.0	63.3	63.7	116	103	118	
Mobile	60.0	61.9	55.2	59.0	106	102	103
Nashville	58.8	61.9	63.8	61.5	104	102	119
New Orleans	52.2	82.9	55.1	63.4	92	137	103
Chicago F. R. District							
56.7	60.4	51.1	56.1	101	100	95	
Davenport	62.1	61.2	62.7	62.0	111	101	117
Detroit	61.1	61.8	58.3	60.4	109	102	109
Des Moines	64.4	76.6	69.3	70.1	114	127	129
Fort Wayne	56.5	58.8	59.9	58.4	101	97	112
Indianapolis	68.8	68.8	69.1	68.9	122	114	129
Milwaukee	60.2	64.9	55.1	60.1	107	107	103
Peoria	62.8	69.1	61.3	64.4	112	114	115
St. Louis F. R. District							
53.6	58.3	55.4	55.8	95	96	104	
St. Louis	58.9	63.3	61.5	61.2	105	105	115
Minneapolis F. R. District							
63.5	65.7	60.0	63.1	113	109	112	
Minneapolis	66.2	68.4	62.5	65.7	118	113	117
St. Paul	63.6	69.2	66.0	66.3	113	115	123
Kansas City F. R. District							
59.2	63.2	58.6	60.3	105	104	109	
Denver	63.3	64.2	59.1	62.2	113	106	110
Kansas City (Mo.)	65.0	67.5	63.8	65.4	116	112	119
Lincoln	62.4	69.9	64.4	65.6	111	116	120
Oklahoma City	60.0	61.1	57.0	59.4	107	101	106
Wichita	64.2	69.2	61.0	64.8	114	115	114
Dallas F. R. District							
62.1	65.3	62.3	63.2	111	108	116	
Dallas	64.9	64.1	60.0	63.0	115	106	112
Fort Worth	59.1	63.6	54.9	59.2	105	105	102
Houston	61.5	65.8	63.3	63.5	109	109	118
San Francisco F. R. District.....							
56.4	59.6	51.3	55.8	100	99	95	
Los Angeles	55.8	63.2	54.0	57.7	99	104	100
Oakland	63.5	67.1	65.0	65.2	113	111	121
Phoenix	74.7	76.0	70.0	73.6	133	126	151
Portland (Ore.)	60.2	60.2	58.5	59.6	107	99	109
Sacramento	74.5	79.0	74.6	76.0	132	131	139
Salt Lake City	56.9	60.9	55.1	57.6	101	101	103
Seattle	60.0	58.0	58.6	58.9	107	96	109

(Figures under "Percentage of Normal" refer to each city's percentage of its own normal. See fourth paragraph of text for further explanation.)

Media and Agencies

Howled Out of Court

Everybody (except the women's magazines, of course) is out after the scalp of the bird who made the crack that women do 85 per cent of the country's buying. *Nation's Business*, as befits a sober, direct editorial personality, confounded such unsound conviction with serious honesty: "The truth is that no one knows what percentage of merchandise of any sort is bought by women." *Time*, *Redbook* and *Better Homes & Gardens* have made capital of the indictment by ridiculing it in cartoon. *Redbook's* "Sex—or How to Wash an Elephant" ought to be read for its rich mixture of laughs and logic. Not only does it hurl the 85 per cent theory into the limbo of absurdity, but discourses entertainingly and logically on the morals of sex in its relation to millinery, lipstick, mortar, ketchup, etc. Why do ladies bring millinery purchases back for credit? (The ladies' husbands didn't like the hats.) Why was it that so long as men regarded rouge and lipstick as the equipment of a Scarlet Woman the sale of cosmetics languished? Why did men begin to be convinced that a gal could use rouge and still be a Loyal Helpmate? The Ultimate Moral is that you've got to sell both men and women, that a mixed man-and-woman readership for a magazine is stronger than a Just Woman or Just Man readership. "A Myth Exploded," contributed by *Better Homes and Gardens*, also hands you a lot of comically cogent reasons why Friend Wife would be in hot water if she bought hubby an armchair, a breakfast food or a motorcar without consultation.

* * *

The World Must Go On

Tune in on your Columbia station on September 9, and you'll be rewarded with "The March of Time," courtesy of Columbia. On November 4, and continuing through next March, it will be sponsored again by *Time*, though *Time* will be the author of script and director of program for both series.

* * *

Movie Ads in the Nude

The Theatre Service Corporation has discovered an interesting psychological quirk—that theatre-goers like to have their advertising served without entertainment trimmings. Last year many advertisers experimented with "sponsored" films—mostly entertainment but with an advertising kick here and there a la radio broadcasting. The audience roared with disapproval. . . . Now, after tests in thousands of communities, the company offers either local or national advertisers an out-and-out advertising film, but one which runs only forty seconds on the screen. A lot of selling meat can be packed into fifty feet of film, but it's all over and a new film is on the screen before the audience has a chance to feel imposed upon. Their films are in perfected Technicolor and an audited audience of 7,500,000 people is offered weekly through the Paramount-Publix chain. One of the highspots of this week's advertising convention was the showing of a series of these films made for Elizabeth Arden, General Electric, Chevrolet, and Southern Baking.

Good-bye to "Tabloid"

Alvin E. Frisfield, assistant to F. A. Cuddihy, Director of Markets and Media of Lord, Thomas & Logan, came to the rescue of the *Washington Daily News* when it shouted for help from the threat of being called a "tabloid." Frisfield offered "Newsogram," which was accepted as the new name of the *Washington Daily News*.



The A. F. A. Elects Kobak

McGraw-Hill executives were in demand this week for association presidencies, and Edgar Kobak, vice-president in charge of sales for M-H, was chosen to head the Advertising Federation of America for the coming year. G. T. Hodges, his predecessor, was made chairman of the board.

* * *

Officers and Policies

The Associated Business Papers, Inc., at its annual Spring Meeting at Shawnee, Pennsylvania, June 18 and 19, formulated the following principles to guide member papers in their relations with advertising agencies: "That any advertising agency desiring credit with member publications furnish the publisher and/or the Credit Committee of The Associated Business Papers, upon request, sufficient information of its financial condition to satisfy credit requirements.

"That member papers that allow commissions confine them to such advertising agencies as are independent and in a position properly to serve their clients and the publisher without bias; and which are free from ownership either direct or indirect by either client or publisher, and which agencies retain full commission or its equivalent when paid by the publisher and furnish the publisher, upon request, satisfactory evidence that this has been done."

James H. McGraw, Jr., McGraw-Hill Publishing Company, was elected president of

the association, following the retirement of Warren C. Platt, editor of *National Petroleum News*. Other officers elected are S. O. Dunn, Simmons-Boardman Publishing Company, vice-president; Chauncey L. Williams, F. W. Dodge Corporation, treasurer. The executive committee consists of Charles J. Stark, The Penton Publishing Company; M. C. Robbins, Robbins Publishing Company; Ralph Reinhold, *Pencil Points*; C. A. Musselman Chilton Class Journal Company; E. R. Shaw, *Power Plant Engineering*; Warren C. Platt, *National Petroleum News*.

* * *

Publisher in Politics

Gardner Cowles, famous for publishing one of the few newspapers in the country whose circulation is larger than the population of its city (the *Des Moines Register and Tribune*) has won more prestige for his city and his paper, through his recent nomination by President Hoover to membership on the board of directors of the Reconstruction Finance Corporation.

* * *

New Color Comics

The new group of eleven newspapers organized to sell comic section color advertising, whose set-up was described in the June 15 issue of *SALES MANAGEMENT*, has settled on the name Metropolitan Sunday Newspapers.

A. C. G. Hammesfahr, one time general manager of *Cosmopolitan*, and vice-president and general manager of *Collier's*, is at the helm as president and general manager of the group. W. E. Hosac, formerly vice-president in charge of sales and advertising for Rolls Royce, is vice-president, and J. J. Murphy, secretary and treasurer.

* * *

Soon a "White Book"

We had a glimpse this week of some of the pages from Philip Kobbé's "White Book" which will be off the press on July 25. This publication covers the advertising in general magazines for the first six months of the year and other books, it is planned, will be issued later on some of the other major forms of advertising such as newspapers and business papers. Mr. Kobbé in his *White Book* has broken down magazine-advertised products into 535 types of accounts and the index of subject headings is almost as complete as the index to a Sears-Roebuck catalogue—which is high praise indeed. These 535 subject headings fall into 31 complete classifications, and every account, every line, every page, every color page, every dollar invested in 108 magazines is accounted for. The book is designed for the use of national advertisers and agency men and will, of course, also be used as a sales tool by the publishers of those magazines which are listed in the book.

* * *

Now We Are Three

Where there were four newspapers in St. Louis before, there will be three henceforth. The *Star* has bought the *Times*, and on June 24 the first issue of The St. Louis *Star and Times* made its appearance on the newsstands.

Don't Try to Sell Caviar to a Hamburger Market

(Continued from page 17)

For this reason, for instance, you will find fourteen-year-old high school boys far better informed on aviation in all its branches, except perhaps financial, than are their fathers and uncles.

One of the most important figures in American advertising wrote his first advertisement at the age of twelve and a half years, for Pear's Soap. And lest you think the ad must necessarily have been puerile, here is the headline that appeared with the pictures of four pretty girls, ranging from light blonde to smoky brunette:

"Four Peaches for Pear's!"

While it may be correct to assume, therefore, that the buying public has a fourteen-year-old mentality, to interpret this as meaning that the fourteen-year-old mentality is the mentality of a moron is an evident absurdity. It would be far more sensible for the Sales Manager and the Advertising Manager to think of their buying public as having a fully mature intelligence combined with fourteen-year-old experience. But you cannot be dogmatic about experience, since individual reactions to similar circumstances vary considerably.

The old maid millionaire, for instance, though she be brilliantly educated, has not the emotional experience of the wife of a trolley-car conductor with four children. The only value in the fourteen-year-old dictum, therefore, is to emphasize the importance of "humanness" in sales ideas, and clarity and simplicity in copy-writing—rather than stupidity aimed at a moron's mind!

Following this thought a little further, have you heard that a book advertised under the headline, "Doomed to an Unhappy Sex-Life," brought important returns from the readers of the *Times* and *Herald-Tribune*, but flopped in the *Mirror* and *News*? The question is, which audience reflected the greater intelligence. And the answer probably is, neither! For the former group is probably more frustrated and less experienced in human emotions than the latter, and therefore craves more information, regardless of its presumably higher education, more imposing social position and higher economic status.

In line with this reasoning is the report that the "Guest Ivory" advertisement, featuring a jovial baby, exclaiming "Men Go Wild, Simply Wild,

About Me," brought 225,000 replies through the mails, accompanied by a wrapper from a bought piece of soap. We can only imagine the additional hundreds of thousands who were favorably influenced by that particular advertisement. Yet I know of at least one childless woman copy-writer who scoffed at it.

You may remember newspaper agitation a few years ago over a mix-up of babies in a Chicago hospital. The childless president of an internationally important business told me he thought it "a tempest in a teapot; because, after all, what difference does it make?" An extremely intelligent and able man, yet he did not realize that the situation was crammed with the most intense emotional drama to a very great multitude of fathers and mothers everywhere!

No one can expect to read infallibly the minds of every one; and certainly it is fatal to attempt to reduce selling and advertising to a set of formulas. But it is possible for those who have goods to sell to keep closer to their customers, to listen to their complaints, to try better to satisfy their ever-changing desires—to learn what the man and woman who buy really want!

And if policies are finally to be determined by high executives and their boards of directors, they are deficient in plain ordinary common sense if they do not recognize the full value of their salesmen who may be presumed to be close to the hearts and pocketbooks of the customers.

Returned Bottle Plan Aids Stores' Trade

The plan of Canada Dry Ginger Ale Company of offering a return allowance of five cents on its large-size and two cents on its smaller bottles is helping its own business and that of the stores.

To claim the return requires a second visit to the store, and in nine cases out of ten, the company has found, the individual uses the money to make additional purchases.

The plan, started in New York City, is now being extended throughout the middle west, with the help of newspaper advertising. It is expected to reach the Pacific Coast in a month or two, when the company's new western plant is opened.

National Advertisers—their Executives and Agents

We are the Walter Winchell of the Advertising and Selling profession, minus the rumors. The National Directory of Advertisers, Blue Book, figuratively speaking, can tell you what national advertiser just "Reno-vated" from what advertising agency . . . what advertising agency just "ankled down the altar" with what national advertiser . . . give you the names of the men and their businesses who spend their hard-earned dollars these days. We can also tell you HOW they spend it . . . WHERE they spend it . . . WHEN they spend it . . . and how their merchandise is distributed.

All this is pertinent AD-FORMATION for a go-getter.

Here are a few questions that can be answered by any quick thinking man or the BLUE BOOKS.

Could you sit down and—

- 1—dictate at a few moments' notice, the name of every top executive to be concentrated upon in the many diversified industries in which you are interested?
- 2—compile a high-powered mailing list . . . which contains the names of the executives who are the nucleus of buying and spending power?
- 3—approximate the amount of money spent by your prospects and competitors?
- 4—advise your salesmen how your prospects are selling their products, through what channels of distribution?
- 5—(if you are a publishing or agency executive) enumerate the names of the many national advertisers to whom you are trying to sell your services or your medium?

We don't doubt that there are men who can answer all these questions, but these men or geniuses are few and far between.

This factual information is AVAILABLE in the BLUE BOOKS. They can and will do a most thorough job of your problems.

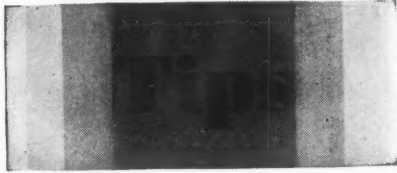
The James McKittrick Company, Inc.
200 Hudson Street,
New York City, N. Y.
38 S. Dearborn Street,
Chicago, Ill.

Gentlemen:

I would greatly appreciate it if you will send me further information about the BLUE BOOKS.

Very truly yours,

name
title
company
address
city
state



These most valuable booklets of the month will be sent free to executive readers who make a separate request for each one on their business letterheads. Booklets will be mailed by the companies which publish them.

Address SALES MANAGEMENT, Inc., Reader's Service Bureau, 420 Lexington Avenue, New York.

Market Analysis

Electrical Appliances in the Small Towns. Household scores again with an analysis of the appliances now owned by their readers and the potential market which exists. Brand names and preferences are given for hundreds of items.

Where Is Your Customer? The answer to that question, so far as the San Francisco market is concerned, is answered by the *Chronicle*. Of particular interest to sales executives is a colored map which shows the income breakdown of sixteen areas of the city. Another map shows the seven distributing markets of Northern California.

The Consumer's Dollar in the Janesville Market. If it is true, as a mid-western industrial engineer told a member of the SALES MANAGEMENT staff last week, that Wisconsin is currently in a better position than any other state because of its great diversification, this booklet goes a long way toward showing why it is true in the independent Janesville market. The booklet gives also a comparative analysis of thirteen major Wisconsin markets.

Advertising

1931 Success Stories is the title of a portfolio issued by the Curtis-Martin newspapers of Philadelphia. Some of the companies to show sizable sales increases in that market last year were Norge, Franklin, Auburn-Cord, Oil-O-Matic, Silent Automatic, Chevrolet, and Cadillac-La Salle.

Printing

The ABC of Rotogravure Printing. A very clear-cut and valuable discussion of roto by an expert—Mr. C. R. Kaddeland, engineer of the Harris-Seybold-Potter Company.

Did You Guess Right?

The upper of the two cans shown on page 26 was unanimously chosen by fifteen men to whom the design was submitted. An equal number of women, choosing between the two, unanimously chose the lower.

35 Questions I Ask Prospective Salesmen

(Continued from page 15)

asm.

"When you hire a man you are pouring something into a mold. You may lose him in the training unless you give him the proper tools.

"You must make him like the business. Lack of cooperation with men is costly.

"A grouchy sales manager usually has grouchy salesmen; a happy, energetic sales manager usually has happy, energetic salesmen.

"I once made a study, kept records for a long time, to find out why men changed jobs.

"Sixty per cent of the men who came under my observation changed for reasons of salary. Give a man no future and you can't hold him. Seventy-five per cent of employment fails to provide for a future.

"A few young men will work cheap to gain experience. But when they have the experience they'll go. The cost of training and the cost of changing men is heavy.

"My ideal set-up for selecting men would include the following departments—

"1—Personal appearance department—Where a study of the man could be made and suggestions offered.

"2—Educational department—Where the man's mind could be

studied and suggestions made to him for its betterment.

"3—Medical department—For check-up of eyes, teeth, blood pressure and general condition; suggestions to follow.

"4—Home study department—For investigation of the candidate's home life. I'd have the man's wife interviewed. Is she helpful, well balanced, ambitious? Is she building him up or tearing him down? Does he have to work all day and have to fight all night? Is she constructive or critical? Does he find happiness around his home or are his nights spent with poker, women and night clubs? Home-life and home conditions are overwhelmingly important. And they are very little considered as things go today."

Sees \$7,500,000,000 Drop in Retail Sales Volume

A total retail business in 1932 of about \$30,000,000,000—a decline of \$7,500,000,000 from that of 1931 and of about \$20,000,000,000 from the Census of Distribution's estimate for 1929—was forecast by John Guernsey, chief of the retail census of the Department of Commerce, before the convention of the National Retail Credit Association in Washington, June 22.

Retail credit accounts, Mr. Guernsey said, have held up relatively well in the last few years.

Personal Service and Supplies

Classified Rates: 50c a line of seven words; minimum \$3.00. No display Cash Basis Only. Remittance Must Accompany Order

EXECUTIVES WANTED

IF YOU ARE OPEN TO OVERTURES FOR new connection and qualified for a salary between \$2,500 and \$25,000, your response to this announcement is invited. The undersigned provides a thoroughly organized service of recognized standing and reputation through which preliminaries are negotiated confidentially for positions of the calibre indicated. The procedure is individualized to each client's personal requirements, your identity covered and present position protected. Established twenty-two years. Send only name and address for details. R. W. Bixby, Inc., 118 Downtown Building, Buffalo, N. Y.

SALES PROMOTION

\$50 to \$50,000 DAILY SALES SECURED FROM our clients. This distributor took on a new specialty, retailing at \$60. His first purchase \$12. We submitted a sales program capable of national expansion. Within four years his sales were nationwide, running to \$100,000 monthly. 35 years salesmanship-in-print experience back of our campaigns. Submit sales problems for free diagnosis. 10 years Sales Promotion Manager, Larkin Co. James C. Johnson, 119 Woodbridge Ave., Buffalo, N. Y.

SALESMEN WANTED

WANTED—BANK SALESMEN FOR THE famous FLAT LAY ROLL RING BINDER, also a full line of Pass Books and Check Covers for banks. The Pass Book and Check Cover Company, 232 Broadway, Denver, Colorado.

POSITION WANTED

SALES AND ADVERTISING EXECUTIVE available—Age: 33; A.B., M.A. degrees; formerly account executive with one of largest New York advertising agencies, well-rounded knowledge of drug and cosmetic business, including a period of field sales work on nationally advertised products. Can travel if necessary, desires position in sales or advertising department of manufacturer. Please address Box 343, SALES MANAGEMENT, 420 Lexington Avenue, New York, N. Y.

ACCOUNTANT-SYSTEMATIZER. DESIRES position whole or part time. Office routine analysis and installation of time-saving systems. Machine or hand bookkeeping. Best reference. J. A. Scott, 1504 W. Mt. Royal Ave., Baltimore, Maryland.

"GIBBONS knows CANADA"